

# Sales Management

AND ADVERTISERS' WEEKLY

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With 5,000,000 Car Quota

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January 5, 1929  
Published Every  
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# Sales Management

AND ADVERTISERS' WEEKLY

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**A**DVERTISERS bought 25% more space in the Southern Planter during the past nine months than during the corresponding period last year. 89 years young but still growing!

Long ago space buyers learned that this paper has more than reader influence—it has reader *friendship*—is read as few papers are read. Ample proof of this is found whenever returns are keyed.

Those who love the melody of the mashie and the carol of the cleek are justly proud when they take fewer strokes to go around the course. We, too, are proud because every dollar spent for space in the S. P. is proven to go so far whenever the advertising yardstick is applied.

Golfingly speaking, the Planter at 89 years of age is always in the first flight and not infrequently turns in the best medal score.

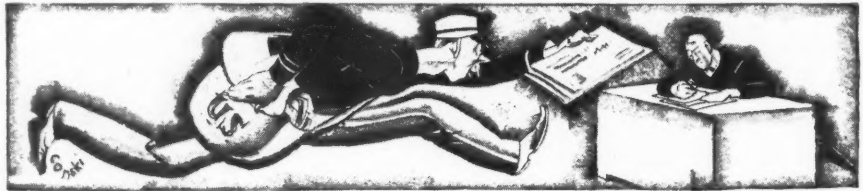
If you are interested in a responsive farm market, let us send you copies of "The Southern Planter and Its Territory." **THE SOUTHERN PLANTER**, Richmond, Va., Established 1840.

Riddle & Young Co., Special Representatives: Chicago, New York, Kansas City, Atlanta.

Write for a copy of "The Southern Planter and Its Territory."



*Home of the Southern Planter*



## When the Postman Whistles

about the Hahn merger. . . .

*Editor, SALES MANAGEMENT:* We are intensely interested in the mergers now being made by Mr. Lew Hahn and particularly in the idea which he has, as expressed on page 752 in the December 22 issue, "What Is Behind the Hahn Merger?" where it is stated that Mr. Lew Hahn thinks the merchant should recommend to the consumer, as we have found that in the merchandising of our appliance it is the recommendation of the merchant to the consumer that carries the weight of sale. . . .—*Earl J. Drinkall, president, Nature-Tread Company of Illinois, Inc., Chicago.*

Canada as a prospective market.

*Editor, SALES MANAGEMENT:* The writer has taken a great deal of pleasure in reading the article "Keys to Sales Success in Canada" as published in the December 15 issue of SALES MANAGEMENT, and wishes to compliment Mr. Wyman on the clear way in which he has outlined this problem to manufacturers who might be looking towards Canada as a prospective market.

Being a Canadian myself and knowing the feelings of other Canadians in respect to foreign merchandising, there is absolutely no doubt but that the American manufacturer who manufactures his goods in Canada has the distinct advantage over those who manufacture in the United States and export here. This applies also to other lines of business. . . .—*C. W. Jarvis, President, Empire Fertilizers Limited, Toronto, Ontario, Canada.*

yes, we got a lawn mower. . . .

*Editor, SALES MANAGEMENT:* I have read with considerable interest and some amusement the article appearing in your December 22 issue entitled, "Santa Claus Speaks His Mind on Christmas Advertising," and perhaps I should also say that I am grateful for the mention you made of our product, aluminum office chairs.

Within the somewhat limited circle of my personal acquaintances there are several men who are in business for themselves, doctors, dentists and others

not necessarily professional men, but business men as well, who, I can imagine, would be quite happy to receive such a gift. I know one such person who actually did receive an office chair and he was much delighted with it. You know everyone who works in an office and sits in an office chair is not working for a company who provides the necessary appurtenances.

After all, utilitarian things do have their place in the scheme of things, which fact I suspect you recognize even though with the approach of the holiday season and its many distractions from work, columns do yawn and have to be filled with something or other.

Furthermore, I am willing to wager you one fat cigar (Christmas Brand) that when you have checked over your own personal gifts this Christmas you will find in the lot several that are useful as well as ornamental and that they were welcomed. Do I win?—*C. C. Conner, Aluminum Company of America, New Kensington, Pennsylvania.*

again, Mr. Hahn's activities. . . .

*Editor, SALES MANAGEMENT:* Your recent article by John Allen Murphy on "What Is Behind the Hahn Merger?" will quicken the thoughts of many executives. It will make your editorial: "Think Fast, Mr. Sales Manager," most appropriate. There are many problems confronting us which require deep as well as fast thinking.

Some of the principals behind mergers, chain stores and mail order houses may picture a huge octopus getting ready to reach out and crush many small retailers, and forcing manufacturers to do their bidding, if not to crush them. Yet, there is another side to this picture which all of us should look at.

One of the cardinal principles in back of mergers is buying power. As a student of economics, you will remember that one of the most important principles is called the "Law of Diminishing Returns." That is a factor which buying power sooner or later will have to cope with. There

(Continued on page 52)

# Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SEVENTEEN, NUMBER ONE

NEW YORK, N. Y., JANUARY 5, 1929

## Five Million Car Year Heralds Record Industrial Gain

**F**ORTY American automobile manufacturing companies are speeding up their plants and selling organizations to care for an expected production in 1929 of 5,000,000 cars.

This would mean a gain over 1928 of more than 600,000 vehicles, if the December output is up to expectations, but the leaders of the industry are confident that no more difficulty will be experienced in the marketing end of the job than they have encountered in getting their plants ready for the great undertaking.

They remember that four and a quarter million or more cars were turned out in 1925, a year that started with no such promise as is now visible, and they see nothing but encouragement in the unusual activities of the biggest factors in the industry.

### Among the Giants

Ford is now driving ahead at a rate which is scarcely equaled in his palmiest days and is likely soon to surpass all his records. General Motors is about to launch its six-cylinder new Chevrolet at a price level which would have been laughed at two years ago. Chrysler, reinforced by Dodge, is making giant strides. Hudson-Essex is in the lists under a price banner that cannot fail to challenge attention. Studebaker-Erskine shows no disposition to lose its position in the race. Willys-Knight is girding its loins for fresh adventures. Nash, that never falters, is going forward steadily as usual, while Packard, Hupp and Graham-Paige, to mention a few more of the conspicuous contenders, are aston-

"Can we sell 5,000,000 cars in 1929? We can!" declares auto industry, keynoting the confidence with which American business is meeting the new year. With this record quota hung up, the forty companies constituting the country's most progressive industry have laid the most daring and ambitious sales and advertising plans in their history. A panoramic view of these plans is presented here.

ishing the automobile world with their rapid progress.

Three years ago, when conditions in the industry were far less propitious than they are today, the motor vehicle manufacturers were hailed as vanguard in the great upward rush of American prosperity. If they still hold that position, as many believe they do, the spirit that animates them and the plans they are making to advance into new marketing territory constitute for the new year as brilliant an augury as the most sanguine could ask for.

Of the expected total volume for 1929, 4,000,000 cars will be sold through the 52,000 American dealers and about 1,000,000 cars will be shipped abroad. The export total, it is expected, will be proportionately higher than the 800,000 for this year.

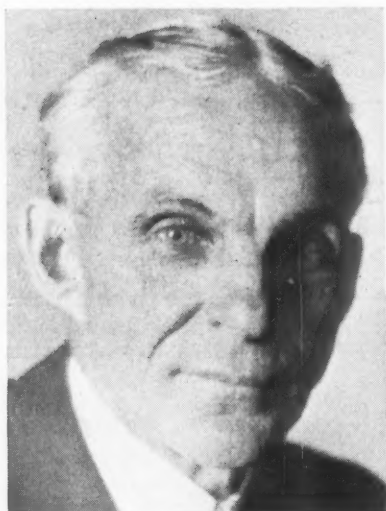
Twice as many American cars were sold abroad during 1928 as all foreign cars combined. On the other hand, only 512 foreign cars were imported into the United States during

the year. These cars were made by a dozen companies in England, Germany, France and Italy. The total is only about half as large as three years ago. Although the recent establishment of an American plant for one of the largest English manufacturers has accounted for part of this decrease, most of it is said to be due to the fact that higher-priced cars are being built in the United States to fit almost every American need.

Four and one-half million of the anticipated American production next year will be passenger cars, and 500,000 trucks and buses. Of the combined total, half may be made by Ford and Chevrolet.

Ford, now with a daily production of 6,400 cars, is working against 500,000 unfilled orders. Chevrolet is said to have 250,000 orders on its books for its new sixes. Ford expects to build 2,000,000 cars during the year and Chevrolet 1,225,000 against 1,100,000 for 1928. If each of these companies succeeds only moderately in





U. & U.

## Ford

Has announced six-day week on production, with addition of 30,000 workers. Production to reach 8,750 cars a day by March. Working against half a million unfilled orders. Ford and Chevrolet together will probably make and sell half the total number of passenger cars to go on the roads during 1929.

living up to expectations, they will be able, combined, to sell far more cars than all the rest of the industry. Because of the fact that their models will still sell within \$100 of each other, these companies will continue to be the outstanding competitors.

The automotive year is starting, formally, today, with the opening of the New York Automobile Show. The second big national show, to be held in Chicago, will open January 25. Practically all of the forty American companies will participate in both shows. The Ford Motor Company, following its policy of the last twenty years, will not take part directly. However, the Lincoln division of the

## Nash

"Steady hands on the industrial and financial reins of the country should bring even higher levels of prosperity in 1929 . . . per capita wealth and per capita buying power was never better. Concerning the automobile industry, I feel that its outlook is excellent for a prosperous year."—C. W. Nash.



## Auburn

Advertising investment for 1929 about double that for 1928—approximately \$3,000,000. Has adopted district sales plan for organization for 1929, with country divided into fourteen districts each in charge of a sales manager. Many new distributors being added. Dealer organization to be doubled.

Ford company will be represented. The mergers of Chrysler with Dodge, Studebaker and Pierce-Arrow, and Hupp with Chandler-Cleveland have further reduced the number of American manufacturers during 1928. One company died during the year.

Five years ago there were about sixty companies operating. In the infancy of the industry there were more than seventy-five. The tendency is toward fewer and stronger companies, and that tendency will continue. No important mergers, however, are in immediate prospect. The year opens with five companies, General Motors, Ford, Willys-Overland, Chrysler and Studebaker, the outstanding units in

## Hudson-Essex

Production of Hudson Motor Car Company for first quarter scheduled for 120,000 cars. Anticipated production for the first six months 250,000. . . The company is advertising the new "Greater Hudson" in full-page newspaper space and in magazines with tie-up schedules in other media.



## Willys-Overland

Beginning new year for first time in history with employment near previous peak. New Whippets being introduced in newspapers in 4,000 cities with tie-up schedules in other media. Production for 1929 to be 500,000 cars. Each month in 1928 set a high sales record over all previous corresponding months.

size, but most of the other companies are strong and have developed definite markets for their products. It is doubtful, for example, whether Packard, Reo and Nash can be induced to consolidate with other companies.

In anticipation of record sales, practically all of the companies are increasing their sales and dealer organizations and their advertising appropriations for next year. Although in most cases the appropriations are up 10 to 20 per cent, some of them will go much higher.

Marmon, for example, will spend four times as much in the first six months of 1929 as they did this last year, and Auburn about twice as much

## Franklin

Production schedules for 1929 call for more than double 1928 output. Advertising appropriation for 1929 50 per cent up over 1928. To be divided 60 per cent in newspapers and 40 per cent in magazines. Plan an increase of at least 25 per cent in dealer organization during forthcoming year.



## Chrysler

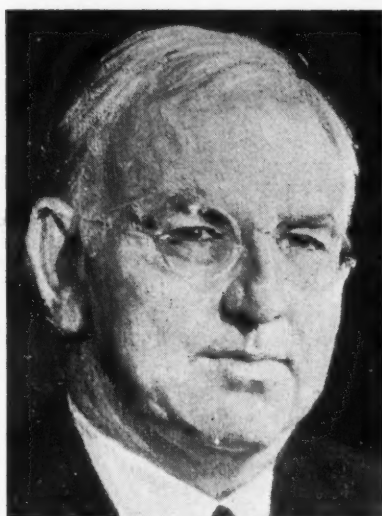
"1929 appears to be a year born with a silver spoon in its mouth. The 1929 automobile is the best that has ever been built. The year should be one of unprecedented prosperity, and the automobile industry will achieve another production and sales record." — Walter P. Chrysler, president Chrysler Corporation.

for the year—approximately \$3,000,000. These increases are due, in fact, to the introduction of new cars. Marmon's new Roosevelt car will appear in March, and the new Duesenberg, manufactured by a subsidiary of Auburn, has already appeared. Of the Auburn appropriation three-quarters will be spent in newspapers and about \$1,000,000 of it will be factory advertising on behalf of dealers.

A revamped distribution set-up, through which the country has been divided into fourteen districts, each in charge of a sales manager, is part of Auburn's plan for 1929. The new plan supersedes that of the traveling representative with a flexible territory.

## Marmon

Advertising appropriation to be four times amount spent first six months of 1928. \$1,000,000 to be invested in newspaper advertising during first six months. Outdoor advertising to be employed on largest scale ever used by Marmon. Dealer organization to be increased 60 to 75 per cent.



## Studebaker

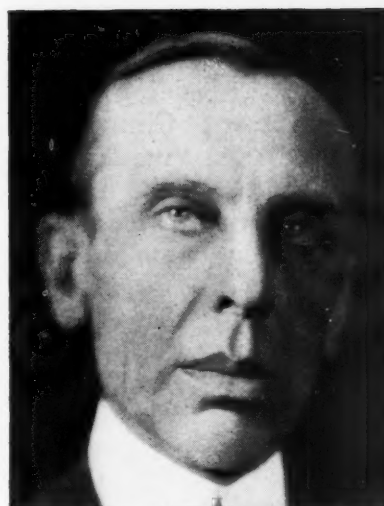
Increased dealer organization from 3,000 to 4,000 in 1928. Expect further increase in number of dealers during 1929. Increased advertising appropriation for 1929. "I believe that 1929 and the immediate succeeding years hold greater possibilities than any recent period in history."—A. R. Erskine.

The Marmon slate calls for the expenditure of approximately \$1,000,000 during the first six months of 1929 on the Marmon and Roosevelt lines. The bulk of the investment will go into newspapers, posters and magazines. Posters will be employed on the largest scale ever used by this company in the introduction of the new Roosevelt. The dealer organization will be increased between 60 and 75 per cent, according to an announcement issued by G. M. Williams, president of the company.

Franklin is another car to be promoted by record-breaking advertising schedules during 1929. The appropriation for this car is approximately

## Pierce-Arrow

Anticipated production for 1929 15,000 cars against 6,000 for 1928. Advertising appropriation for 1929 \$1,800,000, nearly double that for 1928, to be spent in newspapers, magazines, highway bulletins and direct mail. Expect 50 per cent expansion of dealer organization.



## Chevrolet

Anticipated production for 1929 1,225,000 cars against 1,100,000 this year. Added 1,500 dealers this year, anticipate additional thousand next year. Advertising appropriation for 1929 said to be largest in company's history. Said to have 250,000 unfilled orders on books for new sixes.

double the 1928 figure; it will be divided 60 per cent in newspapers and 40 per cent in magazines. An increase of 25 per cent is planned for the dealer organization.

An expansion program under way since 1926 has brought the plant of the Oakland Motor Car Company to a capacity more than four times as great as it was capable of producing three years ago. The selling organization is being expanded under the direction of W. R. Tracy, vice-president in charge of sales, to handle the increased production. The dealer organization, which has been greatly strengthened during the past three

(Continued on page 55)

## Cadillac

Advertising for 1929 up 10 per cent, divided equally between Cadillac and LaSalle in the following media: newspapers, 33.6 per cent; magazines, 28.5 per cent; remainder in radio, direct mail and other media. 1929 efforts to be bent toward building up of present dealers rather than expansion.



Sales in the bedding department of Gimbel's doubled the previous high record on the first day of the "Modern Bedding Ensembles" Week they put on with the help of the Pepperell sales department. (Right and below) The window display tie-ups featured that week.



BY A. R. HAHN

# PEPPERELL'S New Sales Sword Gordian Knots in the Textile

## Pepperell Remodels Its Management Program:

1. They revamped production to get closer control of operations and to cut costs.
2. They studied the consumer market, then got on the quality band wagon.
3. They eliminated their sales agents and organized their own sales force, gaining, for the first time, complete control of the marketing of their line.
4. They put an ear to the ground of today's market, then sought style in merchandise.
5. They chose one product from a wide line and built it up to a strong merchandising position as a line leader.
6. They began to advertise.

TO say that one of the largest jobbers in the country—one who has pushed his private brands of sheets for years—recently came to the Pepperell Manufacturing Company with the proposal that he put on a special "Pepperell Week" in his jobbing territory, is practically to say that the jobber family cat has come to the place where he is docile enough to eat contentedly from the same bowl as the manufacturer's dog. Even when that bowl contains

something labeled nationally advertised brands.

Incredible as it may seem, just that thing happened, and its represents, as well as any single incident can, the crystallization of a new sales plan—rather, a complete new management plan—put into operation some time ago by one of the oldest concerns in the textile industry.

In November, 1924, a new management came into control of the Pepperell firm. While the company had not

suspended dividends, there was a feeling of uneasiness for the immediate future. The old methods did not seem to square satisfactorily with new and rapidly changing market conditions. While there were literally thousands of items in the Pepperell line (flannels, drills, coutils, jeans, etc.), what had happened to but one of them—the Pepperell sheet—was cause enough for apprehension. A low-grade product—good enough years ago—had once been widely sold, but sales on it had declined to the point where it was not much used except in the South. The price-cutting situation was critical. There was evidence that the early advertising efforts of other companies manufacturing quality sheets had swung the market to a definite preference for a higher quality of goods.

The result of a general reconnaissance of the whole situation led to a decision on the part of management officials that old plans and methods must go by the boards in favor of policies more adequately geared to meet new problems. The main lines on which those changes were finally worked out are summarized on this page. Not all the changes were made at once; the important thing was that a new attack had been found which released the business from the ball and chain retarding its progress.





The changes in management policies outlined in this article have earned for Pepperell a thoroughness of co-operation which would have been impossible under their older methods of doing business.

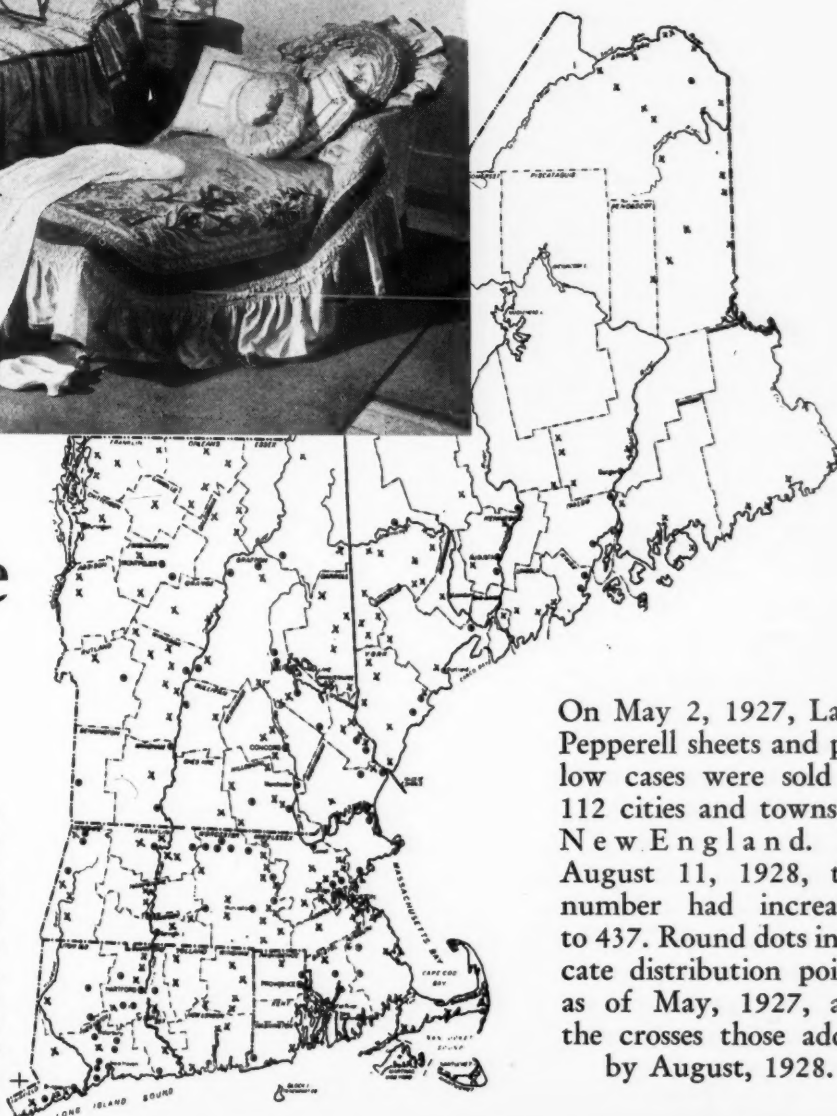
## Cuts Some Field

Without going into the details, production underwent a housecleaning, with the result that costs were materially lowered and closer control established over the various phases of operation which lie between the cotton in the pod and the finished product. For example, one step in this program was the construction of a plant in Alabama which offered the advantage of lower taxes, cheaper construction, cheaper power, and an adequate cotton supply.

But it was when the marketing plan came under scrutiny that the most striking changes were decided upon.

"Since consumers seemed to demand a higher quality of goods, and more especially, since price competition had all but demoralized the market for goods of this type, the new management believed it desirable to develop products of better quality and to attempt to build up brands and consumer preference for Pepperell products which would render at least some of the Pepperell lines immune to price warfare," said Pepperell officials in discussing this phase of the company's revised sales outlook.

"In order to improve the merchandising of its products, the factors surrounding the production of the various lines were studied in an effort to determine which products might be made



On May 2, 1927, Lady Pepperell sheets and pillow cases were sold in 112 cities and towns in New England. By August 11, 1928, this number had increased to 437. Round dots indicate distribution points as of May, 1927, and the crosses those added by August, 1928.



the subjects of effective consumer merchandising and advertising. We came to the conclusion that strong consumer demand could be developed for a cotton sheet of good quality if proper promotion and advertising were applied.

"But little national advertising had been used in the marketing of sheets up to 1925. Furthermore, sheets were frequently bought on the basis of brand because of the difficulty which consumers experienced in determining quality due to the practice of 'filling' sheets to improve their 'feel'.

"In order to command attention from consumers who demanded quality, the company believed that it would have to offer the same quality at a lower price or a better quality at the same price. The decision was made in favor of the latter policy, and immediately a sheet of finer texture and better wearing qualities was developed with the idea that it was to be merchandised and advertised and built up as a line leader."

### Colorful Label and Package

Capitalizing on the rather widely known Pepperell name, the new product was named "Lady Pepperell." An attractive package was developed—an innovation in the sheet business. A new and colorful label and trade-mark were designed for the new product, to be pasted on each sheet and each package. In addition, a cloth tag bearing the Lady Pepperell trade-mark was sewed on the hem of each Lady Pepperell sheet.

The new sheet was introduced to consumers in February, 1926.

Meanwhile, significant changes were being made on the distribution side of the business. In line with similar developments in other fields of marketing, the new management had felt the need for more direct control over the marketing of its products. Prior to the time when the new management came in, such a control had not existed; Pepperell products had been sold by an independent selling agent.

Since one of the principal aims of the new Pepperell marketing policy was to build the line up beyond the price-cutting free-for-all and to establish it on a basis whereby it would really pay a profit to the retailers handling it, it seemed absolutely necessary to get closer to wholesalers and dealers than was possible through the ordinary type of sales agent representation in the textile field.

The first step was the establishment in the organization of this selling agent of a separate and distinct Pepperell department, selling only Pepperell products. This department had

its own salesmen traveling the country and concentrating all their efforts on the sale of Pepperell goods. The salesmen of this department were kept in close touch with the Pepperell company and the Pepperell management exercised considerable control over their activities. This change brought about a closer and more amiable relationship between the mill and the merchants who sold its products. When the new management came in, distribution of Pepperell products was spotty. Few sales were being made, for example, in New England, New York, Michigan, or on the Pacific Coast.

### Distribution Quadrupled

An interesting picture of the manner in which the new policy was reflected in substantially strengthened distribution in but one section of the country—New England—is shown in the map accompanying this article. On May 2, 1927, Lady Pepperell sheets and pillow cases were sold in 112 different cities and towns in New England. On August 11, 1928, this number had increased to 437. The round dots on the map indicate the distribution points as of May, 1927, and the crosses those added to August, 1928.

The success of this step in more direct control of marketing led, finally, to the severance of relationships with the agents and the establishment, in January, 1928, of Pepperell's own sales department, with sales offices in New York, Boston, Chicago, St. Louis, and San Francisco, thus giving the manufacturers, for the first time in their business history, complete control of their own marketing.

During the time these changes were taking place, two new and important factors had come into selling in many lines: these factors were style and color.

At first glance a staple, prosaic, domestic article like a sheet seemed to offer little promise of an opportunity to attach unto itself a style appeal. But there was such a vital need for the vague thing called "something new," something to give the product more attention value and a new merchandising interest, that Pepperell decided on a bold stroke in the direction of introducing a line of colored sheets. With the amazing vogue for color in home decoration which had previously been capitalized by manufacturers of towels, linoleum, and other household products, it seemed reasonable to suppose a latent demand for colored sheets existed.

The Pepperell laboratories struggled for months to perfect a dyeing process which would produce a delicately tinted sheet which would be absolutely

color-fast in the laundry, and at length found it.

Late in 1927 the sample cases of Pepperell salesmen bloomed with the first colored sheets offered the American market—sheets in shell pink, Nile green, maize, orchid, blue, rose and peach. Early in 1928 an introductory sale was staged in one of Boston's big department stores, with special window displays and demonstrations, and special newspaper advertising. The success of this event led the company to seek wider distribution immediately on the new item. The colored line became, within a short time, so important a factor in the sheet business that today any number of competing sheet manufacturers have introduced colored lines of their own.

The vague "something new" had been found: a style appeal in a staple product. The novelty of the idea, the charm of the pastel shades of the new sheets, and the invitation to display that the new packages held, all combined to give the colored line an auspicious debut among jobbers and dealers.

### More Style Innovations

The plain colors in sheets were so successful that soon a line of white sheets with colored hems was introduced, and only a few weeks ago, two-tone sheets and pillow cases.

Lady Pepperell colored sheets were introduced in Chicago with a full page in color in a leading newspaper; similar advertisements were run at the same time in Boston and New York. These advertisements were used to their fullest possible extent by the sales branches in obtaining the cooperation of retailers and wholesalers. The interest aroused by these advertisements and by the novelty of colored sheets was indicated by the situation in Chicago where such stores as Marshall Field, Carson, Pirie Scott & Company (Retail), and Mandel Brothers, gave window display space to the new line of sheets in the week following the appearance of the advertising.

The mention of Pepperell advertising brings us to the final big change in the management policy which was inaugurated as a part of the new Pepperell sales plan. The company began advertising the white Pepperell sheet soon after the new management came into control. At that time only three other brands of sheets were being nationally advertised. In 1925, after a careful study of the market, Pepperell spent more for advertising than any one of the three competitors had spent in the previous year—more than \$100,000.

In February 1926, after the development of the new, finer quality Lady  
(Continued on page 44)



# Why the State Street Giants Are Establishing Suburban Stores

BY JAMES TRUE



(Blank-Stoller)

James Simpson

President, Marshall Field & Co.

**T**HE RAPIDITY with which a number of the great downtown stores are opening branches in and around Chicago is perhaps one of the most significant trends of our new distribution. In no other city of the country has a comparable development taken place; but retailers, manufacturers and others in practically all other cities have written innumerable letters to the Chicago stores, expressing a keen interest in the movement.

Many of these inquirers assume that the branch stores are being opened because of the competition of the mail-order retail branches and the chain stores. Others condemn the movement on the supposition that the effect of the stronger competition will be to endanger the established business of the suburban communities, and a number express the fear that the expansion of retail distribution in such rich fields will prove to be a detriment to manufacturers and curtail the sale of nationally advertised merchandise. But as in the case of many economic business developments, investigation shows that the expressed assumptions are not generally supported by the facts.

Marshall Field and Company; The Hub, Chicago's largest clothing store; Lyon and Healy; even Spaulding and Company, jewelers, are among the number of stores that are branching

Is mail order and chain store competition behind the new suburban store branch movement? Will these stores force manufacturer's prices to new low levels? Will they hurt local business in the districts in which they operate? These questions are answered here by leading State Street executives.

out; but not a store official could be found who had accurately estimated the extent of the movement, or who would hazard a guess as to its ultimate development. However, several of the officials who were interviewed willingly discussed the movement from the viewpoint of their own organizations.

More than three years ago The Hub opened its first branch store in Evanston, Illinois. About two years ago the second branch was opened in Gary, Indiana, and a year later the third was located in Oak Park. An official of the company said that the mail-order branches and chain stores had nothing whatever to do with the decision to open these branches, and that the motive was simply to improve the service of the company to its customers and others. Although the business of the branches has been satisfactory and profitable, he added, it has not lessened the volume of the main store. As to the future, the official said that no plans had been made for further expansion, but that it was reasonable to suppose that The Hub would continue the program when the need for additional branch stores was indicated.

The nature of the merchandise appears to have furnished the principal reason for the branching out of Lyon and Healy. About six years ago this company opened a branch within the city, and now has stores on the north, south and west sides of Chicago, with one located in Evanston and one soon to be opened in Oak Park. C. H. DeAcres, vice-president, explained



(Moffett)

Frederick D. Corley,

Vice-Pres., Marshall Field & Co.

that the goods sold by his company, principally radio receiving sets, musical instruments and sheet music, are interesting to the entire family and are usually purchased by two or more members of a family. Therefore, the basic nature of the business requires that it be associated with neighborhood shopping to give the demanded service.

With the changes in modern home life in the cities, Mr. DeAcres said, changes must come in successful retail merchandising. For many years important shopping and business sections have been developing in and around Chicago. Hundreds of thousands of people no longer go to or through the main part of the city to their employment, and they no longer find it either convenient or necessary to go to the principal shopping center for most of their purchases. The condition is growing more complicated because of constant population growth and the problems of transportation, and it plainly calls for an extension of retail counter service to meet the requirements of the average family.

In June, 1927, Lyon and Healy bought out the oldest music house in Cleveland and expanded the business to include all of the company's lines. This gave rise to the rumor that the company had adopted a program of expansion that would include a national chain of music stores: but Mr.



DeAcres denied that any such plan had been adopted, explaining that the Cleveland store was purchased for other reasons, and that the company had no intention of developing any further territories except by mail, which it always had done.

The expansion in and around Chicago, he pointed out, is simply an attempt to take economic advantage of changing conditions in the company's natural territory. Competition has had nothing to do with it, and experience has shown that the branches augment the business of the main house. To date, the rate of increase of the volume of the main store has not been diminished by the business of the branches, due to the fact that the purpose of the branches is not competition but cooperation with the main store.

Although the branch store expansion of Marshall Field and Company is more recent, Frederick D. Corley, vice-president in charge of retail merchandising, said it was an established success. It was undertaken after a great deal of study, he added, solely to better serve the store's customers and to more perfectly adjust the company's merchandising service to physical conditions and the changing distribution of population.

### Field's First Suburban Shop

Early in 1928 Marshall Field and Company opened their first branch, a children's shop, in Lake Forest, a fashionable suburb thirty-three miles from the "Loop." Last September a second children's shop was opened in Evanston, and it was soon expanded to include apparel for juniors and young women. Now, in Oak Park, a third store of five stories is being built on a lot approximately 100 by 200 feet, and it is expected that it will be in readiness for business early next autumn. This store will carry women's, misses', children's and infants' outer and under apparel, millinery, shoes and accessories, and possibly other merchandise.

"When we planned our first suburban store," Mr. Corley explained, "we were guided by the fundamental economic reasons that prompted our program of expansion. In the first place, we selected a community that furnishes a natural market for our business. The people of Lake Forest, although they live some distance from the center of the city, read the Chicago newspapers and consider themselves citizens of Chicago. For the stock we selected goods that are perhaps the most inconvenient to buy in the city. The average mother wants to take her children with her when she shops for them, and every year for a long time the problem of bringing children to

town from the suburbs has grown more difficult. So, in a fine family suburban community, we opened a store for children, and it was an immediate success.

"This shop served its purpose so well and met with such favor that we decided to locate a second branch in Evanston, a suburb of approximately 8,500 families, just north of the city. The Evanston store was opened last September as a children's shop, but was quickly expanded to include apparel for juniors and young women. For this shop we rented space in a new building—about 12,500 square feet—and the results have been very gratifying.

### Is Your Salesmen's Compensation Plan Old-Fashioned?

More than 350 companies have contributed to a new survey on salesmen's compensation plans which is now being prepared by the SALES MANAGEMENT staff. This survey will appear in an early issue, and it will be followed by detailed accounts of specific compensation plans used by leading concerns in several lines of business.

One article, based on the experiences of a leading silk manufacturer, will tell how they eliminated salary squabbles and at the same time gave their men a new incentive toward building up territories. Another article will tell of the experiences of a leading Middle West wholesaler in changing from a salary plan to compensation based on a percentage of gross profits earned by each salesman.

"The Oak Park branch will be more completely representative, for it will be a complete store of considerably larger proportions than the others. In this, as in the other branches, we shall offer the same goods that are sold in the main store, at the same prices.

In regard to the influence of the chain stores and mail-order retail houses in furnishing the motive for the State Street expansion, Mr. Corley said that, as far as he could see, the so-called mass distributors had nothing at all to do with it.

As to the possibility of harming the established business of the stores in the communities where branches have been located, Mr. Corley declared that the results indicated are just the opposite from those feared and predicted by many. In every instance immediate improvement in the value of real estate has been noted, and in general the entire business of the suburban

communities has been stimulated soon after the opening of the branches.

"The retail trade of a city, or any community related to it," Mr. Corley explained, "is not a static, but an expansive volume. If there were just so much business to be secured in a community like Evanston, for instance, then our branch shop there would have to take volume away from other stores to justify our investment. But every attraction to trade in a town draws more business to the town and encourages a larger expenditure. Therefore, we have convincing reasons to believe that our branches have proved to be a benefit, rather than a detriment, to the similar established business of the communities in which they are located."

The fear of manufacturers that the expansion of the great retail organizations will be a detriment to their interests is likewise a fallacy, according to Mr. Corley. In fact, he said, many manufacturers who sell Marshall Field and Company, including a number who are large national advertisers, have found that the branches have added to their volume.

### Nationally Advertised Goods

"Several years ago," he continued, "we made a survey that showed more than one thousand nationally advertised items and lines in our store. We do not discriminate against any national advertiser, but we hold the quality of merchandise and the standing and reliability of the manufacturer, together with his willingness to cooperate with us, above the fact that his goods are advertised.

"As to mass distribution, any large department store is capable of buying all kinds of merchandise in quantities sufficiently large to secure all the benefits of quantity production. Therefore, I do not think that any manufacturer is justified in fearing that the additional volume created by the branches will occasion demands for lower prices than are economically sound.

"In conclusion, I will say that, in our opinion, our expansion is according to the old economic law to the effect that the retail dealer is the purchasing agent for his community. A great metropolitan center like Chicago cannot longer be considered as a single community from the viewpoint of any kind of retail merchandising. It is, in reality, many communities, related by innumerable common interests which are fostered by the city's newspapers and other central influences. While we can still appeal to the entire group of communities with our advertising, we can no longer serve them adequately with a single centrally

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# No Waste or Worry Since We Asked Dealers to Pay for Sales Helps

As told to D. G. Baird

BY RICHARD STIX

*Treasurer, Julian and Kokenge Company, Cincinnati, Ohio*

**T**HAT it is better in every respect to make a charge for dealer helps than to furnish them free is the conclusion reached by Julian and Kokenge Company, Cincinnati, manufacturer of "Foot Saver" shoes, after having tried each plan for five years.

From 1919 till 1924 this manufacturer furnished all dealer helps free. One of the most notable of the helps furnished was a style booklet, published twice a year, and when this booklet was furnished the dealers free 150,000 copies a season was a sufficient quantity to supply the dealers' requests, and there was good reason to believe that many of these never reached the dealers' customers.

In 1924 Julian and Kokenge began making a charge of \$5 a thousand for this style booklet. Orders did not pour in very heavily right at first, but they soon began to increase and they have continued to increase until it now takes 800,000 copies each season to supply the demand.

## Buy Five Times as Many

In other words, it seems that the dealers are ordering more than five times as many of the booklets since they have to pay for them, and it is certain that a larger percentage of the booklets ordered is actually used.

One's first thought in this connection naturally is that the larger quantity of the helps now being used may be due to a larger number of dealers, but there has been no very great increase in the number of dealers during the past five years, according to Richard Stix, treasurer and advertising manager. There has been a very large increase in the volume of Foot Saver shoes sold by the same dealers, however, and they undoubtedly have much larger mailing lists than formerly.

"The main reason, though," Mr. Stix believes, "is that the dealers use the helps now and have found that they actually are helps.

"When we were furnishing all kinds of helps free, immense quantities of them were wasted. Why, we had one case of a dealer in a town of 2,300 population who ordered 10,000 style booklets. He sure must have had a big trade in the surround-

When Julian and Kokenge gave away style booklets, dealers accepted only 150,000 a season, and wasted many of them. But when a price of \$5 a thousand is asked for the same booklets, the same dealers gladly buy 800,000 a season—and use them. The application of the ideas in this story may put many thousands of dollars into your treasury next year.

ing territory if he needed that many booklets to circularize his trade! As a matter of fact, comparatively few dealers used any discretion in ordering the helps when they were free. Many of them probably didn't have any mailing list at all, while others had very little idea as to how many names there were on their lists.

"This waste of helps eventually became so flagrant that we just had to stop it. It was costing us a lot of money and we knew that neither we nor the dealers were getting a commensurate return. By making a nominal charge for the helps we would stop this waste and the amount secured in this way could be applied on even better helps.

## Began with Sales Campaign

"We began charging \$5 a thousand for the style booklet in 1924. I don't think the dealers cared a great deal, because they hadn't been making very extensive use of the service anyway. But when we began making a charge we also began a more intensive sales campaign to get the dealers to use the booklets and before long we were selling more than we had been giving away.

"Encouraged by this success, we then began making a charge for minor aids the following year. Now we charge for all the direct-mail material we furnish, the charges ranging from \$5 a thousand to 5 cents each.

"Five dollars a thousand on 800,000 booklets is \$4,000. With that \$4,000 we can put out a finer booklet and can individualize it for the

dealer by imprinting the booklets with his name, showing only the numbers he has purchased, featuring his slogan and sometimes even including a little publicity story about him and his career or his store, illustrated with photographs.

"The main thing, though, is that the booklets now reach the consumers and bring business for the dealers and for us."

## Easily Individualized

The booklet under discussion consists of a folder and a number of leaflets. The leaflet feature makes it easy to individualize the booklet because only those leaflets which feature the particular styles carried by a dealer are included in his booklets, and if a publicity item is included, that is merely published on a separate leaf and included only with that dealer's booklets. This flexible arrangement has proved very satisfactory.

After it became apparent that dealers not only would buy worth-while helps, but would actually use them more liberally than if they were furnished free, attention was turned to the preparation of more and better helps for them.

The most notable of the numerous helps now sold to dealers by this manufacturer is a letter processed in long-hand, filled in, and signed to make it appear to be a personal letter from the dealer, written by his secretary.

This is a very high-grade piece in every respect. It is processed in an attractive feminine hand, on deckle-



edge, tinted correspondence paper, bears the dealer's monogram, and the fill-in and signature are in the same handwriting as the message, which itself is a well-prepared presentation of the Foot Saver shoes and the dealer's sincere desire to have his customer see and try them.

Due to the necessity of filling in and signing the letters in the same handwriting, several plates, in as many different hands, usually are prepared so as to avoid any difficulty that might arise should one of those whose handwriting is reproduced be unavailable for the filling in and signing later.

The manufacturer handles the entire mailing, including the addressing and stamping of the envelopes. The letters are then packaged and sent to the dealer to be mailed at his local post office.

Such a letter, with different copy, is prepared each season for mailing in January and August. Many dealers send out the style booklet first, then follow it up with this letter.

"We began using this letter a year and a half ago," Mr. Stix said. "It didn't take well with the dealers right at first, because we asked \$50 a thousand for it and made the mistake of stating the cost just that way. Later we changed the statement to read five cents each, including postage, and that didn't seem so expensive. We have prepared one such letter each season since and the orders for it have doubled or more than doubled each season. We sent out 110,000 copies of the letter this season, which is the fourth, and we believe we are the only manufacturer who has ever used direct mail of this character so extensively. That the dealers find it a genuine help is obvious from the fact that they bought 110,000 letters this season at \$50 a thousand."

All such helps are sold to the dealers by direct mail. When a new help is prepared, a sales letter is sent the dealers, and it is said that 65 to

70 per cent of them respond. A second letter is then sent the others and orders from them dribble in until approximately 90 per cent of them have ordered.

Some few helps are still furnished free, but nothing is ever sent any

town, because the mediums which we use have a large circulation in every territory where we have dealers, and we explained to him that by tying up with this advertising he would merely have to tell the women that it is in his store that these nationally advertised shoes are to be had. We explained further that we were advertising nationally right up to the limit of our budget and that to continue advertising locally as well would mean an additional advertising expense which would bring on other complications.

"At the same time we were considering the future. We realized that if we advertised cooperatively with the dealer in one town, we would have to give dealers in other towns the same cooperation, and as we looked ahead we could not see where this procession of local advertising would halt.

"Some of the dealers stopped advertising our line for a time, but we didn't lose any dealer on account of this, and those who did stop gradually began advertising Foot Savers again, bearing the entire cost, and now practically 100 per cent of our dealers do so.

"We furnish mats and prepare copy, but we don't pay any part of the cost of the space for any of our dealers.

"As in the case of the direct mail, the dealers are advertising the line more now than they did when we were bearing 35 to 50 per cent of the cost."

It is particularly interesting to know that since Julian and Kokenge began making a charge for dealer helps and discontinued the practice of advertising cooperatively with the dealers locally, sales of the Foot Saver line have been increasing by the proverbial "leaps and bounds." It is said that the volume doubled in 1927 and that sales for the first ten months of 1928 have been rated "very satisfactory indeed."



The dealer who pays for these signs sees to it that they go in the show window and not in the ash barrel.

dealer unless he orders it. "We think anything worth having is worth asking for," Mr. Stix explained, "and when they ask for it there is more reason to believe they will use it."

About the same time the practice of charging for dealer helps was introduced, another practice was discontinued—that of bearing 35 to 50 per cent of the dealer's cost of advertising Foot Savers. As the advertising agreements expired, the manufacturer declined to renew them, explaining that the cost had mounted so high that it had to be stopped.

"We had reached the conclusion that we could get the most for our advertising dollar by confining our expenditures to magazines of national circulation," Mr. Stix said. "We explained to the retailers in advertising Foot Saver shoes nationally we were also advertising them in his own



# Sell the College Market— It Is WIDE OPEN

BY H. C. NORTH

A FEDERAL Trade Commission investigation recently disclosed the high regard in which certain utility companies held the good will of the college market. Through a well-developed system of propaganda, taking the form of instructors' subsidies, writing of textbooks and general publicity, the utilities spent many thousands of dollars in an attempt to mould the college youth to their way of thinking. Since these practices were revealed the utilities have been liberal users of paid space.

It is surprising that manufacturers have not recognized the college bodies to a greater extent. Here, concentrated and easily reached through legitimate means, is a part of our population which will some day be most influential, from the standpoints of both buying power and prestige. Yet, but a very few of our national advertisers have heeded what is almost self-evident. If the utility companies found cultivation of the buyer of tomorrow profitable through devious devices, is not at least investigation of honest possibilities worth the consideration of producers?

The United States Bureau of Education furnishes figures which should lead to some examination of the details. Since 1890 the enrollments in elementary schools have increased by far more than 1000 per cent. College registrations have grown in the same period 529 per cent. In addition, the bureau reports, more than 250,000 freshmen have entered college this fall



Next year 920,000 students will be enrolled in American colleges . . . certain utility companies have found it profitable to cultivate the buyer of tomorrow . . . investigation of honest possibilities in the college market is worth the consideration of producers.

and over 1,250,000 students have started in preparatory and high schools. About 500,000 elementary students are seeking jobs without higher education.

The bureau further says that of all persons over 21 years of age in the country at least 2.14 per cent are college graduates and 4.55 per cent have had some sort of university work.

Next year 920,000 students will be enrolled in the American colleges. Of the 250,000 freshmen, 100,000 will depart, for various reasons, before graduation.

Such figures as these have led the College Annual Producers, a department of the U. T. A., to organize an educational program with a view to standardizing the production of college publications. Business methods are being injected into the staffs, which are selected yearly; an effort is being made to show them how adver-

tising is bought and circulation gained. A manual, to act as a guide in these respects, is now under way. The association also proposes to lay before national advertisers the advantages of reaching a class group of men seeking education and representing the highest types in America.

The association of producers will serve the printers as various institutes serve their industries. It is not formed for altruistic purposes, but for the cultivation of a valuable market. Its significance to advertisers is in the fact that business men deem its formation profitable.

All colleges of any size have publications, dailies, monthlies and annuals, which are of greater importance in the college man's eyes than any periodical will ever again be. Through them he may be reached at an impressionable age, and delivered a mes-

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The Politician

"... at the present moment the expert politician knows ten times as much about the behavior of men as the best psychologist."

# "Everybody Talks About Heaven Ain't Goin' There"

"Can you do Addition?" the White Queen asked. "What's one and one and one and one and one and one and one and one and one?"

"I don't know," said Alice. "I lost count."

"She can't do Addition," the Red Queen interrupted. "Can you do Subtraction? Take nine from eight."

"Nine from eight I can't you know," Alice replied very readily, "but—"

"She can't do Subtraction," said the White Queen. "Can you do Division? Divide a loaf by a knife—what's the answer to *that*?"

Quoted with acknowledgments to Messrs. Chase & Schlink.

AS was to have been expected, I have received numerous letters pointing out that the abstract estimate of the public intelligence relied upon by the text books is based upon recognized scientific authority; while the estimate of common sense and experience is merely circumstantial, and hence thoroughly unreliable in comparison. Some of my correspondents even rise to a high level of sarcasm over the idea of setting up "mere rule of thumb observation" in contrast to the discoveries of modern research technique. The metaphor is slightly mixed, to be sure, but the idea is clear enough for all that. Scientific research has succeeded to the throne that used to be occupied by Holy Writ, with most of the prestige and the perquisites appertaining thereunto. The evidence of experience and common sense simply cannot be dependable or true when it contravenes or contradicts the promulgations of authority.

## Not All Scientific Research Is Scientific

But "everybody that talks about heaven ain't going there," and all that wears the label of scientific research is not necessarily scientific, nor is it always relevant. And with respect to this statistical Irish stew or goulash that is served up as the summary and brief abstract of the public intelligence, it is doubtful if it is, in any proper sense of the word, scientific. It is still more doubtful whether it is relevant to the problems

of the advertiser at all.

"Perhaps the best proof that a branch of investigation has become a 'science,' " says Professor Ralph Barton Perry, of the Harvard Department of Philosophy, "is afforded by its ceasing to trouble itself about the matter. The doubtful sciences are those which are most insistent on being 'scientific.'"

"The predicament which distinguishes psychology from its sister-sciences is a divided and conflicting program of research. The work of a science does not begin to become fruitful and cumulative until there is an established technique and a body of generally accepted laws. . . . Psychologists are not even agreed on their problems, or on the kind of explanation which is to be regarded for the purpose of psychology as authentic and definitive. . . . So long as that is

¶ Are the so-called intelligence tests of any practical value to the advertiser, or are they positively misleading? This is the point Mr Johnson brings up in this continuation of his discussion of more freedom in advertising copy. This is the sixth article in this interesting series.

BY ROY W. JOHNSON

the case it can hardly be expected that the results arrived at by different investigators will be commensurable and systematic."

I am quoting the foregoing paragraphs from a review of "The Year Book of Psychology," published in *The Saturday Review of Literature*.

And so long as the scientific brethren can agree so little among themselves, either as to the kind of facts which are significant or the meaning of the results arrived at, the mere layman may be excused, I think, if he refuses to be overawed. Until the behaviorists, the "dynamics," the reactionists and the protagonists of *Gestalt* can reconcile and systemize their conflicting and discordant results, the innocent bystander may be justified in continuing to rely upon experience and common sense. If we cannot expect the results arrived at by different investigators to be commensurable and systematic, what ground have we for claiming that our grand composite mosaic of results is "scientific?"

And as for the validity of experience and common sense as a basis for judgment in the premises, there is some significance perhaps in the following comment by Mr. J. B. S. Haldane, who really is a "recognized scientific authority." I quote from his recent collection of essays, entitled "Possible Worlds":

"If I thought that science in its present embryonic state could be applied to politics I should become a politician. But it certainly cannot. Man is no more a mere animal than he is an economic unit. It is quite true that biological laws apply to him as mechanical laws do. Good intentions alone are as useless against smallpox as against an earthquake . . . But to predict the behavior of men in the mass we require knowledge of a special kind of psychology. And at the present moment the expert politician knows ten times as much of it as the best psychologist. But there is this difference between the two. What little knowledge the psychologist possesses, though it be so abstract and meagre

as to be of very little practical value, can be put in a form accessible to other psychologists. The same cannot be said of the politicians."

Question: If the expert politician knows ten times as much about mass psychology as the best psychologist, how much does the expert advertising man know? The class is dismissed for ten minutes to figure out the answer.

Furthermore, with all the respect that is properly due to the brethren with the questionnaires, the intelligence and the aptitude tests and the rest of the paraphernalia, the results which they produce are seldom if ever relevant to the problems of the advertiser at all. For as to the ability of the public to grasp and relish ideas (which is all that interests the advertiser) they tell us nothing definite at all. It is merely the baldest of assumptions to assert that these results represent a measure or standard of "intelligence." What they do represent, with more or less fidelity according to circumstances, and on a purely abstract plane, is the capacity of certain selected groups for *self-analysis* and *self-expression*. Such information, when and if accurate, has its uses, perhaps, but to the advertiser it means little or nothing. From his standpoint, the appropriate comment would be the classic phrase, "what of it?"

The Looking Glass colloquy between Alice and the Queens which I have set at the head of this article is fantastic enough, but scarcely more so than some of the results when our modern "intelligence tests" impinge upon the mentality of the flustered and helpless adolescents who supply us with at least nine-tenths of our data. Under

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The Advertising Man

"Question: If the expert politician knows ten times as much about mass psychology as the best psychologist, how much does the expert advertising man know?"



# What Price One Minute?



Art Goebel (left), winner of the Dole prize in the race from California to Honolulu, and H. B. Baker, general manager, Pacific & Atlantic Photos, Inc. Goebel has done considerable flying for P. & A.

**T**HIS article was suggested by the plaint of a sales executive who was at grips with that formidable and unrelenting competitor, Old Man Time. He handled women's hats.

"Once more we're up against the rush of a Spring selling season," he complained. "In practically three weeks we've got to do our selling. Just imagine the job! Covering the country in three weeks' time! This business of selling a perishable product is certainly tough. Each year, when this rush selling season comes around, everybody's blood pressure takes a jump."

Unquestionably his selling problem is tough like that of all sales executives upon whose shoulders rests the burden of marketing a perishable or seasonable product. And in this age there is scarcely a product or service whose sales are not influenced directly or indirectly by seasons.

There may be comfort and not a little help for such executives in a narrative devoted to the selling experiences of a large news photo agency whose sales hinge not upon intensive

selling for three weeks, a week, or a day, but upon hours and minutes. Here the delay of minutes means the loss of thousands of dollars in sales, for news photos, like news, grow stale and unsalable, as time flies.

The Pacific and Atlantic Photos is one of the largest news-photo gathering and distributing agencies in the world. It is a subsidiary of the New York *Daily News* and Chicago *Tribune*. Its 1,600 camera correspondents are scattered all over the globe. It distributes their product to newspapers, magazines and advertisers throughout the world. In the course of a day it distributes about 4,200 photographs of events, persons and places that are figuring in current news. Between the taking of the photograph, whether it be in Russia or Kokomo, and its distribution, only the briefest possible time must intervene. These photographs must be in the hands of newspapers and magazines before the keen edge has worn off the news.

It is in competition with other world-wide agencies who are just as keen as it is to annihilate time and who are all subject to selling factors which are peculiar to this business and which invest it with selling problems unknown in other lines. Market conditions vary from hour to hour and the differing viewpoints of thousands of editors who are the buyers, add complexities to the selling problem which are not inherent in other lines. There is no price standardization for the product and yet, in

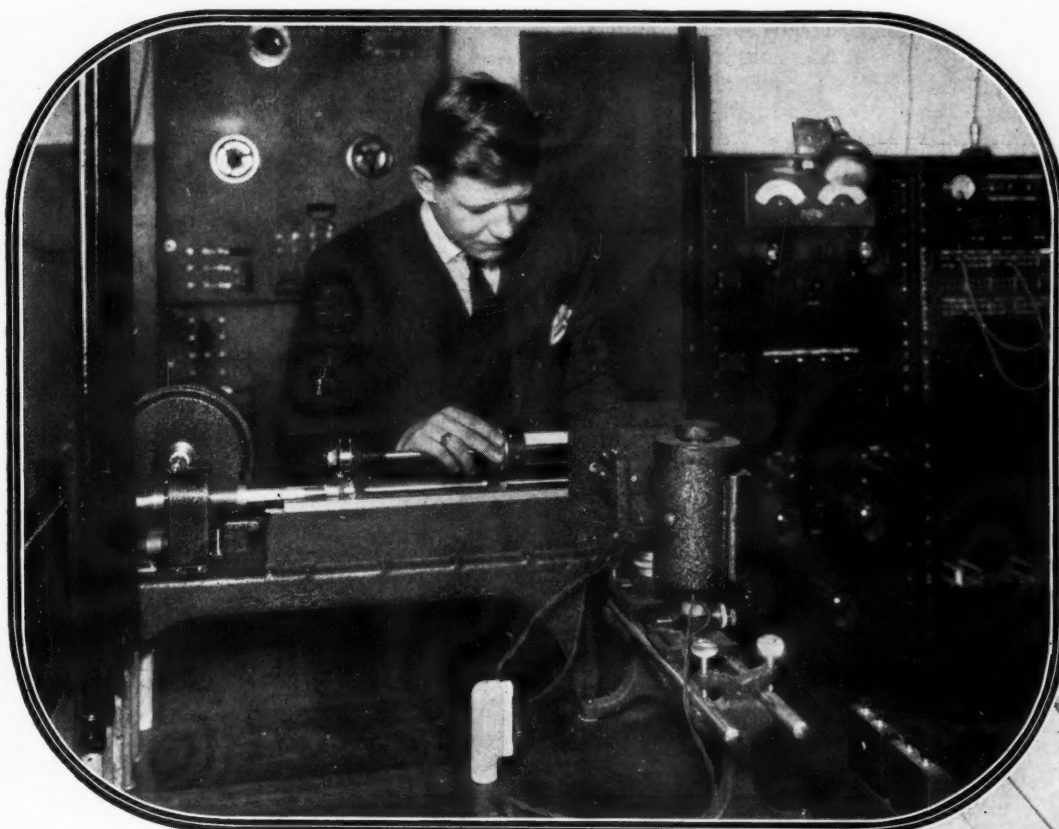
If you sell shoes or hats or any other style product whose vogue is here today and gone tomorrow, you probably feel that perishability is the worst handicap you have to overcome in selling. Here is the story of how one concern sells one of the most perishable products in existence — news photographs — a product whose value may be divided by ten in less than two hours' time.

BY HOWARD McLELLAN

spite of this condition, the business prospers. Intensive selling has made this possible.

An illustration of how the news-photo selling machine functions is furnished in the P. & A.'s recent experience in handling photographs of the Vestris disaster. Sensing the possibility that there might be one passenger or sailor aboard the Vestris who took a picture of the sinking vessel P. & A. news editors wirelessly the rescuing ship which was bringing victims of the wreck into New York harbor. The rescuing vessel arrived at 9:30 A. M. Aboard was a sailor named Hanson, a member of the Vestris crew. As the ill-fated steamer was turning over in midocean and about to sink this man had snapped a photograph of the tense scene on her decks with a small pocket camera. He doubted whether the snaps were any good. The camera had been in his pocket for hours while he floundered about in the sea waiting to be rescued. He turned over a roll of damp films to the P. & A. representatives. He was willing to take what the agency gave him after it had the opportunity to see what the market would pay for any pictures that might be salable.

At 10:30 A. M. the roll was developed and prints struck off. One picture turned out to be the most remarkable photograph ever taken of a sea disaster. It was printed throughout the world. It showed passengers and crew of the Vestris on the deck



The latest type of telephoto machine, and one of the most startling pictures ever transmitted by this medium—the picture taken by a member of the Vestris crew a short time before the sinking of the vessel.

of the vessel just as it was sinking. There were other prints from the roll but not as important as this one. It was believed, but no one in the P. & A. was certain of it, that the picture was exclusive.

At 11 o'clock the important picture was in the hands of P. & A. clients throughout the United States, but in New York it was reserved for exclusive publication in the *Daily News*, part owner of the agency. The print was telephotoed via American Telephone and Telegraph wire service to Boston, Atlanta, Cleveland, Chicago, Los Angeles and San Francisco and from there distributed to newspaper clients large and small. Other prints were shot out by air mail to clients who could not be reached by telephoto. In New York and vicinity other prints were given to salesmen who shot out in motorcycles and automobiles to cover their territory. Other competing agencies were doing the same thing. P. & A. sales for the day mounted to a new figure.

"Aside from the fact that we were making use of the telephoto to sell and deliver the actual product," explained Harry B. Baker, general manager of the agency, "there were other sales angles which throw considerable light on the advanced methods we must use in this fast-moving business. Possibly there is an idea in them for sales executives in other lines.

"First, as to getting the right prices for these pictures. Strange to say,

price is left entirely to the salesman. He knows his clients and is aware that while there is a great spot demand for important news pictures, all his clients are unable to get the same value out of the same pictures. We knew, of course, that the Vestris pictures had great value. So each salesman was told the story of the trouble and expense we went to to get the pictures, of the hardships and risks that were taken. Through this means he became enthusiastic over their value and was able to put that enthusiasm into his selling talk when he quoted much higher prices than were usually asked for pictures.

"Some of our men got busy on the telephone before they left the office and advised their clients that they were coming with something special. The editors considered this a service. It made it possible for them not to overload with other material until we had shown them our pictures.

"We did another thing not usually done in selling, but vital in our business. The Vestris pictures were coming in, on that day, at intermittent periods while our salesforce was busy out on the job. Many of the most



salable pictures were coming in while the salesmen were hurrying from one client to another. The pictures that were coming in were 'hot,' since they possessed features that were specially germane to the new news that was breaking during the day.

"We were compelled to meet a difficult sales situation. This is how we did it. Upon reaching the office of a client each salesman telephoned our office telling us where he was and precisely where he would be in the next ten or fifteen minutes. A runner service was established and as the salesman went from one office to another a messenger met him and replenished his stock with the late pictures.



"To have held these pictures until the salesman returned to the office would have rendered them practically unsalable. They were salable only because we got them into the salesmen's hands at the earliest possible opportunity. We did not send out extra salesmen to follow up the regular men with the later pictures. Since the clients looked to the regular salesmen for service and to no one else, and since, also, the sales force works entirely on a commission basis, it was necessary to give the regular men the fullest protection."

### Value Completely Destroyed

The loss which is involved when big spot news photos are held up for a few hours is tremendous. Two years ago when a disastrous storm swept Florida the P. & A. shipped pictures out of the devastated areas by train to a point in North Carolina where they were picked up by aeroplane and brought to New York City. The plane arrived at Curtiss Field at 6:30 A. M., too late for use in that day's edition of the *Daily News*. The *News* has first call on all P. & A. photos and the Florida pictures, which were exclusive, were held. At 4 P. M. the same day competing photo agencies received storm pictures. Some of them were better than the P. & A. product. They were put on the market immediately with the result that the value of the 6:30 batch which had been brought from Florida at an expense of several thousand dollars was completely destroyed. Prints which were worth a big price in the morning couldn't be given away a few hours later. In the New York market alone at least \$5,000 in sales were lost.

Another instance calculated to make the trained sales eye water occurred in Chicago. At great expense photographs of the Japanese earthquake were shipped across the Pacific, then flown from Seattle to Chicago. P. & A. pictures arrived in Chicago at 10 A. M. To protect the Chicago *Tribune* they were not released on the open market until 1 P. M. and by that time competing agencies also had pictures. The P. & A. pictures had a sales value of \$6,000 at 10 A. M. At 1 P. M. that value had dropped to \$1,500 and a few hours later they were being sold at the stock rate, \$10 a print. The telephoto has greatly reduced this risk. Through an exclusive arrangement maintained at heavy cost, pictures are wired from London to New York, then relayed throughout the country by telephoto. Four or five big pictures a week are distributed in this manner and it is one of the few cases where a product

is actually sold and delivered by means of telephoto transmission.

"I have often wondered why the manufacturers of a perishable product do not make use of the telephoto," Mr. Baker explained. "Take, for instance, the manufacturer of women's hats. Here the product is subject to the whims of style. Perhaps the manufacturer of millinery has developed a new and popular style while his sales force is out on the road. Since style can be sold pictorially it would be possible by telephoto to place in the hands of each salesman a pictorial sample of the hat within a few minutes after it had been perfected and is ready to be marketed. Any perishable product which may be represented pictorially might be marketed in the same way."

What happens to the thousands of photographic prints that an agency accumulates? Master prints of news events, personalities and places pour into the P. & A. headquarters in New York at the rate of sixty and more each day. From these four and five thousand prints are made for distribution. A good many are not sold at once. In the course of a year the unsold product represents a vast accumulation. A few years ago they became waste. Today new sales methods turn this waste into profit.

### Using the Waste Product

The tremendous popularity of pictorial displays in newspapers, magazines and advertising makes it possible to sell this accumulation. This sales effort calls for a peculiar type of salesmanship, a kind of reading of the minds of editors and art directors. Trained men go through the accumulated pictures and sort them into groups. At the close of each year, for instance, the leading personalities in the world of sports become the subjects of editorial reflection. The desk salesman in the P. & A. and other big agencies gather the photos of these sports figures and make them up into combination layouts which are sold to editors.

Or King George suddenly becomes ill. A pictorial history of his career is collected and sent out to editors. This type of indoor salesman guesses with the editor, a little ahead of him when he can. There is now only a minimum waste. Photo agencies with world-wide gathering and selling organizations to maintain are turning what formerly was waste into profitable by-products.

Nor does the selling stop here. In almost every news or feature picture taken there is an item of value to some manufacturer or advertiser. A snap-

shot of a champion golf player furnishes a good example of this. First there is the club he uses, then the ball, his shoes, his cap, his costume, perhaps a specially made tee or some other incidental. The manufacturer of each of these articles may be interested in photographs of this kind. His advertising department or agency may want to use them in a photographic pictorial layout. Then there is the trade or business paper that has a use for the photo.

In the photographs of the Vestris disaster even the famous shot taken by the sailor Hanson with his little pocket camera had its hidden values. The maker of the camera he used had an excellent illustration of what his small, low-priced product could do under the most exciting circumstances and also under the most exacting conditions. The photograph also showed certain brands of rope and specially made life preservers. The fact is that after the spot news edge had worn from Hanson's pictures they found their way into the hands of camera, rope and life preserver manufacturers.

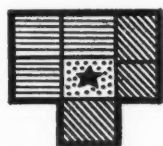
### Special Sales Bureau

Obviously this kind of selling calls for an expert talent. So the large photo agencies maintain a Special Sales Bureau made up of alert young men and women who study the pictures of the day and find in each of them some features of interest to a manufacturer. Mrs. Astorbilt coming in on the Aquitania is snapped by a ship news cameraman. Her picture has a news value for the society columns. But also Mrs. Astorbilt is wearing a new style shoe, or hat, or coat or carrying a new-fangled hand bag or smoking a new brand of cigarette. The Special Sales Bureau, having a wide and intimate knowledge of styles and trade-marks, singles that picture out for perhaps half a dozen manufacturers, trade publications and so on.

Five years ago the news photo business was in a chaotic state insofar as selling methods were concerned.

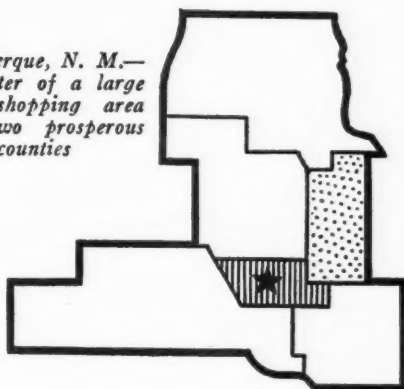
"Our selling field was comparatively new and totally undeveloped," said Mr. Baker. "We had to grope around for a while to find new methods to stabilize selling. It was difficult to invent methods for such a fast-moving business but in five years without much aid from precedents and lots of 'horrible examples' to look back upon we have brought some order out of chaos."

*U. S. Navy Magazine*, San Diego, California, has changed its name to *U. S. Navy News Magazine* and will hereafter be published semi-monthly.



Mason City, Ia.—  
Serves a shopping  
area made up of  
seven prosperous  
counties

Albuquerque, N. M.—  
the center of a large  
retail shopping area  
with two prosperous  
counties



Logansport, Ind.—  
a good town be-  
tween Chicago  
and Indianapolis:  
does not reach out  
far for its retail  
shopping trade

# 3 cities of a size-- measure them as Markets!

"Today Geographical and political lines have little to do with setting up trading areas. Markets are where people buy."

*Retail Shopping Areas*, the new J. Walter Thompson Company book, enables you accurately, quickly, to rate the markets for your specific product on the basis of actual retail distribution. As to character as well as size . . . . . consider an example—

## How do these towns rank for you?

Here are three cities of about equal size: Albuquerque, N. M.; Mason City, Ia., and Logansport, Ind. Would your sales quotas be the same for all? Glance at these figures from Part II of *Retail Shopping Areas*:

	Albu- querque	Mason City	Logans- port
Population .....	21,000	22,682	23,120
Shopping Area Population.	102,600	124,782	85,495
Income Tax Returns—Area	2,189	2,020	921
Population per Tax Return	47	62	93
Department Stores .....	3	2	4

Obviously now, the value of these towns as

sales outlets must vary. For shopping goods of low unit price whose markets may be measured in population alone, Mason City ranks first; for goods of large unit price Albuquerque stands at the top; and as a market for convenience goods, Logansport, on the basis of city population alone, leads.

*Retail Shopping Areas* gives you in convenient organized form complete facts about the United States market as detailed as you may wish.

Part I lists the 683 shopping areas according to the size of the centers. Part II gives the details. Part III lists each county by states, and names all incorporated places. The book contains two large United States maps and state maps, all in colors, a time-saving Summary for Quota Work, and state indexes for seven bases for sales quotas.

For sales executives and others interested in market analysis and research we believe *Retail Shopping Areas* will be invaluable. The price is \$10.00.

## J. WALTER THOMPSON COMPANY

J. WALTER THOMPSON COMPANY,  
420 Lexington Ave. (Room K),  
New York, N. Y.

Please send me ..... copies of "Retail Shopping Areas" at \$10.00 per copy.

Name .....

Street .....

City ..... State.....



## Readers Throw Rocks and Roses at Roy Johnson's Articles

### Mr. Hilton Disagrees with Mr. Johnson about the "Average Purchaser"

Editor, SALES MANAGEMENT: The articles by Mr. Roy W. Johnson which I have read in recent issues of your magazine make me think Mr. Johnson would prove interesting in conversation on advertising lines. I believe face to face I could convince him that some of his statements are more worthy of the "average" advertising man than one of his sound information and general intelligence.

In the first place, it is hardly reasonable to argue (as he seems to) that advertising is not intended to reach the "average" man or woman.

I think we all know the academic argument to the effect that there is no such thing as an "average" person, and yet when we prepare our sales or advertising arguments we know that, in order to reach the greatest number of a given audience, we must address the common denominator, the general mean, or "average," as we usually say for convenience, for that audience.

The fault with a great deal of advertising seems to rest, not in the fact that it has been too highly standardized, but the opposite—too many, when they start to prepare advertising copy, ignore the fundamentals of human nature with which advertising writers for a generation past have been familiar.

Apparently there is no doubt that there are certain motivating influences upon which advertising can play resultfully, but a good many advertisements seem to ignore those fairly well-known points in psychology and strain for effect, straying so far afield that the audience is completely missed.

The trouble with a lot of us is our persistence in considering advertising as a business separate and distinct from everything else. Whenever we start to talk or write about it from that standpoint we become illogical.

If we could, as advertising men, think when we try to sell shoes we are in the shoe business or selling locomotives are in the locomotive business and remember that there are comparatively few reasons why anyone should buy our product, we could forget rhetoric and poetry and stick to the simple fundamental facts long enough to make some among our readers our customers.

Instead of the effort to make each piece of copy look like something

newer and cleverer to impress other advertising men, it is my idea that we should cover the salient points in the kind of sentences and phrases that would make the copy believed and could be easily remembered.

It does not matter whether there is in our eyes a sameness to each piece of copy in a campaign—impressions are made by the repetition of accurate sales arguments which do not "force action" but put the consumers in an attitude of willingness to buy when the time comes that the goods might be useful to them and they are in position to spend the money, or establish their credit.

Instead of articles urging more variety in advertising, I should like to see in your pages more arguments as to why we should stick to fundamentals. Perhaps there would be less variety to your pages then, but you would be doing a worth-while work.  
—T. B. Hilton, Street Railways Advertising Company, New York City.

### Kenneth Goode Comments on the Most Important Thing in Advertising

Editor, SALES MANAGEMENT: In his excellent article, "Are You Selling Goods in Lilliput," my friend, Mr. Roy W. Johnson, just misses saying one of the most important things ever said in advertising. I don't know that I can say it, either. But maybe I can bring the idea just one step nearer your readers—especially if I use the painfully simple words that fit Mr. Johnson's conception of me as protagonist of the dumb-bell public.

What Mr. Johnson says he objects to is the advertiser placing the grade of intelligence so low in his "average" man. What he really objects to is having any "average" man. But what I suspect is in the back of Mr. Johnson's mind is not at all the "average" man, but the "average" advertisement written to move that "average" man.

There is a story of a certain famous ball player who reported just a wee bit inebriated before an important game. After an ice-water treatment the captain rather dubiously sent him up to bat. After one wild lunge, he called the captain over and said, "I can't hit this bird today; he's pitching three balls." "Well," answered the captain, a man of resource, "hit the middle one." As the captain returned to the bench, chuckling at his strategy, he heard his favorite clouter stop a

high inshoot with the side of his head. With the first signs of returning consciousness the batter resumed his complaint about the three balls.

"You poor fish!" retorted the captain, "I told you to hit the middle ball."

"Yes, I know," answered the player, "but I hit it with the *bottom* bat."

Isn't it the advertiser's attempt to hit all three balls—high intelligence, middle intelligence and low intelligence—with a *single* advertisement that Mr. Johnson really has in mind?

Mr. Mencken once genially observed that no man ever lost money underestimating the stupidity of the American public. A British statesman, earlier, but perhaps no wiser than Mr. Mencken, observed the fact that a legislative body never functions at its average intelligence, but always at that of its least intelligent members.

These observations, however, most emphatically do not apply to advertising. Contrary to the prevailing conception, advertising is, psychologically, not a mass action. Each individual mind has to be trapped like a more or less wild animal with the bait that particularly tempts it. Before each advertiser sweeps a range of intelligence from the prize boob to the keenest-trained mind, just as the range of pocketbooks runs from the empty to the gold-lined. To gauge every advertisement for that whole sweep of intelligence down to the intellectual level of the lowest stratum is, as Mr. Johnson points out, almost as silly as offering an article that only the most impoverished could buy.

Suppose, for a Christmas season example, one decided to write personal Christmas greetings to one hundred friends, ranging from the bootblack to the professor of comparative philology at Columbia University. Obviously, the bootblack would most appreciate a dollar bill, while the scholar would like better a scrap of parchment out of an ancient tomb. Reversing the gifts, the professor might not actually throw away the dollar bill, but the bootblack would certainly throw away the parchment. And so, in decreasing violence, with each pair running simultaneously from the top and bottom towards the center of the list.

At number 50—the center of the list, arranged in order of intelligence—would probably be found a simple soul who appreciates a red-and-green Christmas card and a pair of silk socks. In spite of all Mr. Johnson's fulminations, the fact remains that this present which just suits the 50th man on the list (who, by the way, scientifically speaking, is the "mean" man and not the "average" man) *would be the one safest bet for the entire list, IF*

anyone were forced by natural stupidity or other inevitable circumstances to try to cover with one average present a single list ranging from college professor to bootblack!

Advertisers are doing exactly this every day. Because they use media of large circulation—which, Mr. Johnson's doubts to the contrary notwithstanding, must inevitably operate on the law of large numbers—these advertisers don't compose their copy with a view to knocking cold the few dozen, or few scores, or few thousands of real prospects, particularly able Mentally and financially to accept their offer. On the contrary, they try to make sure of their money's worth by the good old blunderbus method of attempting to make at least a slight impression on hundreds of thousands. Or millions even. And granting, to avoid argument, that the "average" man doesn't exist even by coincidence, I can still safely contend that the lowest common denomination of any million minds is plenty low. So comes the bane of our business—the play-safe advertisement aimed at nobody in particular and conferenced down to dumbness that wouldn't interest even my pet moron that Mr. Johnson so gracefully repudiates.

Personally, I agree with Mr. Johnson that every advertiser ought to have imagination enough to visualize exactly who his customers are; intelligence enough to put his appeal at exactly their mental level; and guts enough to aim his advertising directly at the people he wants, no matter how large a circulation he gets into. If he cannot trust himself to do that, he should aim his advertising through a pipe—as in a shooting gallery—by using only class or trade papers of small selected circulation where the editor and circulation manager beat the bushes and drive into his shooting box only the kind of game he is supposed to shoot.

**BUT** (and I wish the printer could set this "but" in 72-point type) any advertiser who *won't* select his own readers by the character of his advertising or let a specialty circulation manager select them for him *must*—Mr. Johnson to the contrary notwithstanding—dumb both his copy and his appeal down low enough to attract a very low grade of intelligence. If he buys a big circulation without thus protecting himself, he jeopardizes not only his shirt but his skin as well.

The general feeling is that advertising is a sort of benevolent white magic that works somewhat like the gas in a drop-a-quarter-in-the-slot meter, wherein one gets exactly a quarter's worth of gas for every quarter dropped. As a matter of fact, advertising is more like the Hudson River. It is there for the

man who knows how to use it and wants to get somewhere. He can buy a steamboat passage or borrow a row-boat. On the other hand, he can go wading or jump off the dock at high tide.

Buying space in big circulation, therefore, is exactly analogous to paying a high rent for a store on a crowded thoroughfare. When a man pays a high rent for a store location he pays for the great number of people who pass. Obviously, in order to get his money back, he must display *only* such articles as will appeal to a *great* number of people. A piano or book store, for example, would be foolish to pay excessive rent for a popular corner. Not one person in, say, a thousand of the passing people for whose patronage you have paid a high rent will be interested in a book or piano. Only some sort of general store, selling a great number of small articles of universal appeal, has a chance to break even.

The same is true about copy.

If, therefore, you are paying a high rate for space reaching a great popular audience, your only safe bet, obviously, is to run something of *universal appeal*. And in universal language.

So far, I believe, I am in complete accord with what Mr. Johnson has in mind. In the matter of averages and intelligence, however, I reluctantly find myself compelled to stick to the facts rather than agree with Mr. Johnson. Measurements of mentality, especially when translated into misrepresentative literate tests, are far from accurate. However, any man who goes about with his eyes open, observes the motion picture comedies, the tabloids, the people in the subways, the political arguments, and the blind faith in advertising, needs, I think, no foot-rule to confirm a pessimistic estimate.

Most advertising, after all, is a literate appeal and involves a literate response. The evidence is overwhelmingly against a high literate response in any body of men large enough to yield business in commercial quantities.

Mr. Johnson is hardly fair to himself or to his readers in not being a bit more explicit about the law of averages. With or without the law there is, of course, no "average" man. "Average," as Mr. Johnson well knows, is merely a careless way of saying a majority. There are, obviously, no 7½-cent articles sold at Woolworth's. But to say that the sales "average" that is a quick way of saying that there are just about as many 5-cent articles sold as there are 10-cent articles.

To say the "average" woman prefers brown gloves is, colloquially, say-

ing that sales checks in a given number of department stores will show more sales of brown gloves than of green or sky blue. As Mr. Johnson says, "*There is certainly no law about this.*" It is merely a convenient form of record.

On the other hand, the law of large numbers, although not generally recognized, is to any firm of business what the law of gravitation is to our physical world. The United Cigar Stores were built on the established fact that—in the beginning at least—one out of every 134 men who passed would stop in and buy something. The late Marcus Loew made his millions out of a little nickel-plated counting machine with which he personally used to tick off the passing pedestrians at every possible entrance before deciding to buy a new picture house. He knew that so many out of every hundred would come in. Used in the simplest possible formula and sold in the form of insurance, the law of large numbers brings one great company \$1,000,000 a day in revenue.

Mr. Johnson will find the law of large numbers (not "averages") most fascinating, and those readers of *SALES MANAGEMENT* who are fortunate to be intelligent enough to follow Mr. Johnson will find it most profitable.—*Kenneth M. Goode.*

### "Would Mr. Johnson's Copy Sell Stoves?" Inquires Mr. Kilby

EDITOR, *SALES MANAGEMENT*:  
Would you bet on Banquo's Ghost?

Just for the fun of it, I would like to make a little wager with Roy W. Johnson, who wrote an article in the December 8 issue of *SALES MANAGEMENT*, that 90 per cent of the people he would have us believe are so high-brow don't know who Banquo's Ghost is, nor in what play of the Bard of Avon this famous spirit cavorted.

In other words, in the writer's humble opinion, it looks as though Mr. Johnson is having difficulty in discovering some new (?) subject for class or technical journal debate. And, besides, he refutes his own statements by the very figures he quotes.

In the first place, nobody will disagree with Mr. Johnson on the statement that the people, "the hoi polloi," the submerged millions, the proletariat, the rank-and-file, the Sweeneys (or whatever we want to call them), are all looking up, trading up and buying better things. We can't and won't argue with him that the public in general will not accept new ideas, nor will anybody else. No chance for argu-

(Continued on page 48)

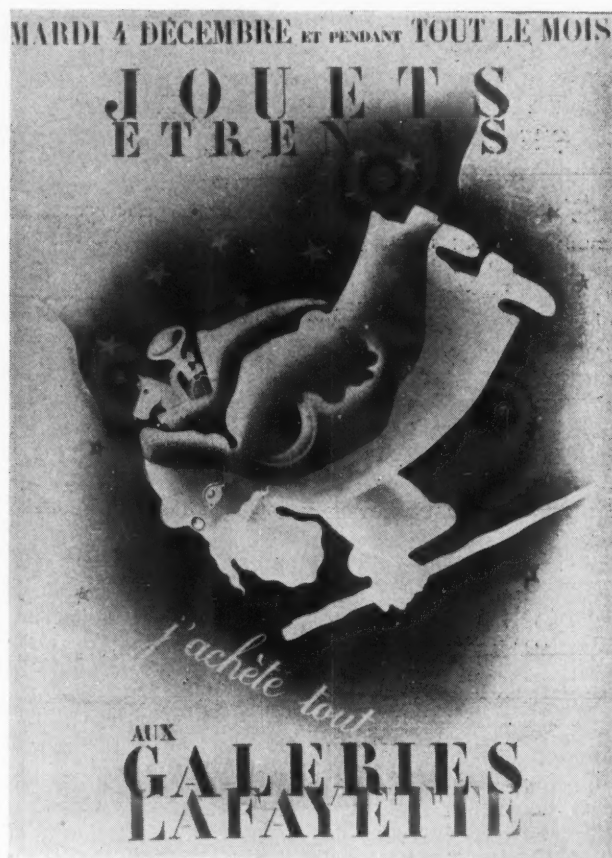




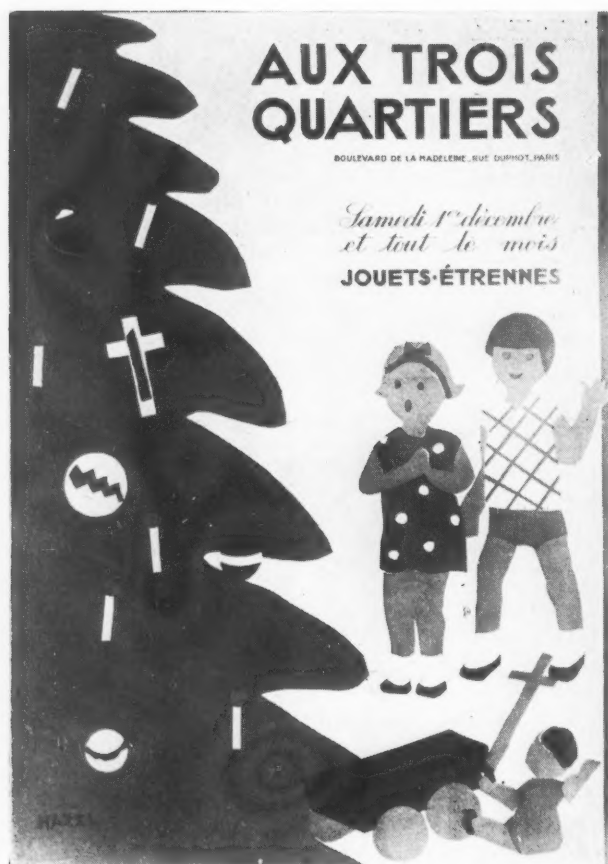
## The Advertising Gallery

With the American Santa Claus still in the December magazines, it is highly interesting to compare our treatment of him with his interpretation in other countries. Though a little late, the mail contains some striking examples of French Christmas advertising.

An exclusive Paris department store uses the ultra-modern technique, grouping gifts in still life.



St. Nick joins the modern school, and on a Christmas catalogue of Galleries Lafayette flies from the Pole in unusual style.



The Christmas spirit expressed with great simplicity.



A page advertisement from a French magazine which uses Christmas toys in modernistic treatment.



The French child reads here of the adventures of Zig and Puce, two juvenile heroes, acted out at the store by animated toys.



This advertisement of a famous Paris department store is designed for popular appeal. The catalogue on which it appears was delivered to hundreds of homes of varying tastes and classes. It is executed with the utmost simplicity.



## McAleer Starts Out to Merchandise Paints to Motoring Public

With a nation-wide jobber organization virtually completed, the C. H. McAleer Manufacturing Company of Detroit, makers of automobile polishing products which they have sold to automotive manufacturers for a number of years, will start intensively this month to reach the individual motorist as well.

A national advertising campaign will be launched, using the *Saturday Evening Post* and local newspapers. There will be a 5,000-line schedule in thirteen cities—one newspaper in Boston, Philadelphia, Los Angeles, San Francisco, Chicago, Cleveland, Kansas City, Minneapolis, St. Louis, Indianapolis, Pittsburgh, Syracuse and Detroit.

The campaign, handled by the Campbell Ewald Company, will be built around the thought that the motor car owner should use McAleer's polishing products because they are used by 92 per cent of the automobile, body and car manufacturers. The copy will urge upon the consumer the idea that if McAleer's products are of such quality that practically all of the automobile body manufacturers use them in their plants they must without doubt be satisfactory for keeping the bodies in the best possible condition after being sold. Thus has developed the slogan "Repeat the factory method."

The newspaper campaign will open with copy measuring about one-half page, showing cuts of the two principal items in the line, McAleer's polish and cleaner and McAleer's lacquer polishing paste, together with local jobbers' and dealers' names. The follow-up copy will measure approximately a quarter page per insertion and will be similar to the introductory advertisement except that the dealers' names will be omitted.

The McAleer line consists of seven numbers which cover two classifications of outlets, the paint and refinishing shops as well as the garage, car dealer and accessory trade. The items sold to the garage, car dealer and accessory trade for resale to the consumer, consist of lacquer polishing paste, polish and cleaner, quick wax, auto top dressing and metal polish. The company maintains five district sales managers. The total sales force in 1929 will be thirty-five men.

Large quantities of printed matter have been prepared for distribution by the jobbers and dealers in connection with the sales drive. Four special crews of five men each will be organized to work with the jobbers.

## Cincinnati Club Marks Quarter Century

The Cincinnati Advertisers' Club—said to be the first advertising club organized in the United States—will celebrate its twenty-fifth anniversary at a dinner in the Hotel Gibson, there, January 9. The program is in charge of thirty Cincinnati business leaders of that city, headed by Murray Seasongood, mayor, and H. C. Blackwell, president of the Chamber of Commerce.

Louis Wiley, business manager of the *New York Times*, will be the speaker of the evening. Roger H. Ferger, advertising manager of the *Cincinnati Inquirer*, is chairman of the dinner committee.

## Delco-Light Will Hold Five Sales Meetings

The Delco Light Company will hold a series of five regional conventions this month for its selling organization. The schedule includes: New York, McAlpin Hotel, January 7; Atlanta, Ansley Hotel, January 10; Fort Worth, Texas Hotel, January 14; Chicago, Stevens Hotel, January 18; Omaha, Fontelle Hotel, January 21.

The *Boston Evening American* and the *Boston Sunday Advertiser* have appointed James E. Welch national advertising manager.

Joining the Hearst newspapers in Boston on October 5, Mr. Welch for the past twelve years was advertising manager of the *Springfield Republican-Union*.

F. W. Dodge Corporation has appointed Irving W. Hadsell vice-president in charge of the Dodge Reports Division. Mr. Hadsell also becomes a director.

## San Francisco to Erect Advertising Centre

The Advertising Club of San Francisco has completed plans for the erection of a twenty-story building at the corner of Belden and Bush Streets, to cost \$1,000,000.

The building will provide offices and lofts for agencies, printing concerns, publishers and allied fields in the advertising industry.

## Gillette with New 50-Box Puts Blades in Gift Class

To lend their product a new merchandising interest for the holiday trade, the Gillette Safety Razor Company this year concentrated Christmas sales and advertising efforts on a new gift container called "The Fifty Box." The Fifty Box was a specially designed leather-covered container holding ten packages of five blades each, practically a year's supply of shaving edges. "It is the biggest selling package the Gillette company has ever produced for the Christmas trade, and at one period the factory was behind some fifty thousand boxes in delivery," the company's sales department reports.

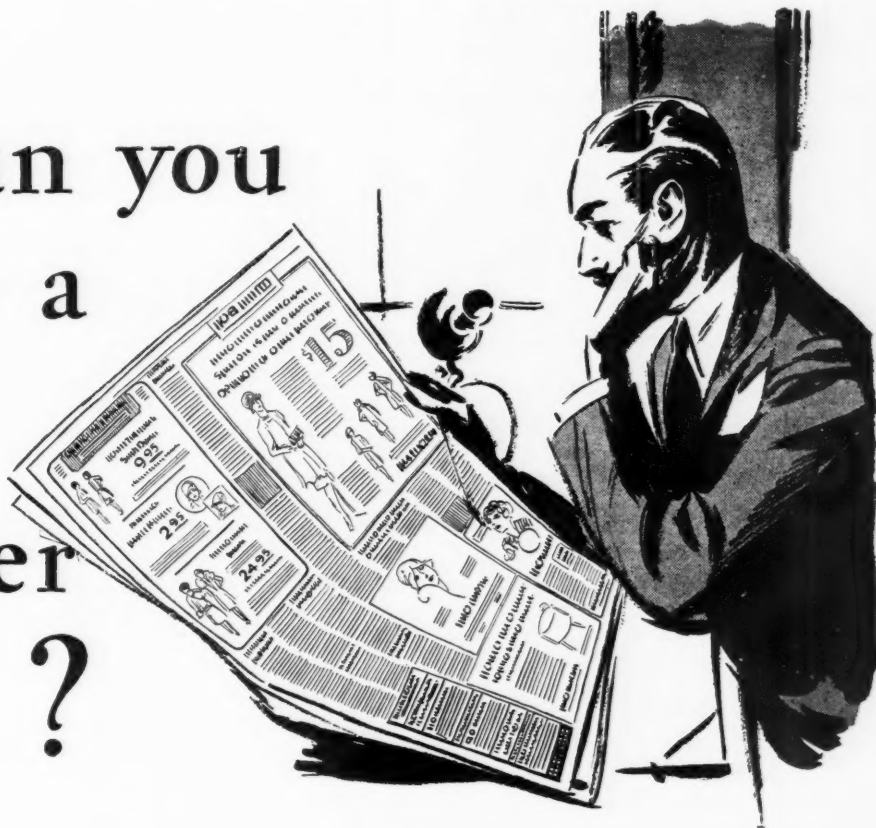
While few persons might care to give razor blades as a Christmas remembrance when they were encased in the familiar, but somewhat prosaic standard green cardboard container, the company felt that the product could be lifted to the gift class of articles if it were more suitably dressed for the holiday trade. Accordingly, a container was planned which would be colorful, and which, at the same time, embodied something of a premium appeal. It was velvet-lined and leather-covered, making it suitable for a cigarette box, a jewel case, or for other purposes when emptied. The box itself was of purple, with regimental stripes of yellow, orange, black and brown. The packages inside were encased in Cellophane, with a Special Christmas wrapper which could easily be removed by the dealer after the holiday season.

The Fifty Box was introduced to the trade early in October through the salesmen, through trade papers and broadsides mailed to dealers throughout the country. Fifty-nine magazines were used to introduce it to the public, most of which appeared in four colors to show the box in exact replica. The keynote of the copy was "every time he shaves in 1929 he'll thank you." Window display, counter displays and other dealer helps were also used to tie up the dealer's store to the national advertising.

"We shall continue to advertise the Fifty Box as part of our national campaign during 1929, which will be the most extensive in the history of the company," stated the Gillette sales department.

As a part of its program in establishing a nation-wide chain of aeronautical supply houses, Nicholas-Beasley Airplane Company, Inc., Marshall, Missouri, has established Western headquarters at Oakland, under the name of United Aircraft Corporation.

# ...How can you recognize a Home Newspaper?



**F**ACTS about newspapers most important to space buyers frequently are the least tangible.

Statistics are helpful, but they often fail to reveal the character of a newspaper. For instance, how can you pick out a "home" newspaper from a maze of circulation and line-age totals?

And when a newspaper stoutly claims it is the home newspaper in its community, how does it prove the statement?

Take the Globe, the "home newspaper" in Boston.

This one newspaper, alone of the three carrying most of the advertising, holds practically all its readers on Sunday in Metropolitan Boston. The second paper loses a third of its readers; the other loses two-thirds. And Sunday circulation is *home* circulation.

Boston merchants, whose business depends on reaching the homes, place more advertising in the Sunday and daily Globe than in any other newspaper. In department store advertising alone the Globe carries more than the next three papers combined on Sunday and leads by 45% seven days a week. Department stores, of all merchants, depend chiefly on the home market.

The Globe leads also in four of the five major classifications which include 63% of all display advertising in Boston. And the four classifications in which the Globe leads find their greatest potential market in homes.

Of course the basic reason for the Globe's dominant home coverage is its editorial policy.

It specializes in local news and home features. The Globe has a larger staff and prints more local and suburban news than any other Boston paper. Its Household Department, established thirty-four years ago as the first "women's page" in America, is a recognized institution in Boston homes. School news is given thorough attention. The Globe's sport page is one of the very best—especially in the featuring of local and sectional sport news.

**T**HUS every fact about the Globe—advertising, circulation, editorial—points to the home. It is emphatically *the home newspaper* of Boston.

And Metropolitan Boston is predominantly a city of homes—homes exceptionally high in per capita wealth. The average Boston home has \$9,000 to spend. This average is fourth highest in the United States.

*National advertisers cannot cover this extremely rich Boston home market without the Globe.*

We have prepared a booklet of interesting, valuable facts on "Boston—4th Market." It will be sent free to any responsible sales or advertising executive. Use the coupon.

## The Boston Globe

### Facts on Boston and the Globe

Boston's shopping area ranks fourth in population, third in per capita income tax returns. Family wealth averages \$9,000; saving deposits, \$2,000.

Metropolitan Boston is within 12 miles of Boston's City Hall. From this area Boston department stores draw 74% of their business. Here the Globe is definitely the home newspaper, as proved by circulation and advertising.

It is the only Boston newspaper which holds all of its readers in this district seven days a week.

It leads by 45% in department store advertising. And in the four major display classifications which find their greatest market in the home, including automobile advertising, the Globe also enjoys a substantial lead.

BOSTON GLOBE, Department A-2  
P. O. Box 189, Boston, Mass.

Please send me free copy of your booklet "Boston—4th Market."

Name.....  
Address.....  
City.....State.....



## Charge Macfadden Publications with Misrepresentation of Its Prices

A charge of misrepresentation of prices, amounting to "unfair methods of competition in interstate commerce," has been filed by the Federal Trade Commission against the Macfadden Publications, Inc.

The Macfadden company is said in the complaint to be a holding company, "owning and controlling the stock of other corporations engaged in publishing various magazines, periodicals and tabloid dailies," and to have "circulated to prospective purchasers and subscribers offers of reduced rates that actually were not lower, but the same as its regular price."

In the conduct of its business, the commission says, Macfadden Publications has caused "circulars and letters to be sent to prospective purchasers or subscribers stating that the usual and full price of said subscription or purchase is a certain sum set out and specified in said circulars and letters, and also stating that said respondent for a certain limited time therein specified is offering to sell and deliver such publication or publications to the particular party to whom the circular or letter is sent at a reduced and special price, which is a substantially smaller price than that set out as the ordinary, regular and usual price for such subscription."

"Such representations made by the respondent are false and misleading, for the pretended reduced or special price is the usual, ordinary, regular and full price for the subscription which the respondent is soliciting. The company further represents in said circulars and letters that such special and reduced price is made to only a few specifically selected prospective customers, whereas in truth and in fact the price is the regular, full and usual price to everyone for the subscription. The use by respondent of said false and misleading statements and representations is calculated to and has the tendency and capacity to mislead and deceive the public, and does mislead and deceive the public into subscribing to or buying said magazines, periodicals and (or) dailies in the belief that it is obtaining said magazines, periodicals and (or) dailies at a reduced and special price."

First announcement of the commission's action appeared recently in the daily press. Its appearance occasioned a letter from Joseph Schultz, counsel for the Macfadden Publications, in which he told Otis B. Johnson, secretary of the commission, "that common

decency requires one making a complaint or bringing an action to remain silent until the defendant or respondent has had an opportunity to make answer thereto. Does the fact that the Federal Trade Commission is a governmental body excuse them from the exercise of these common decencies? Is it not highly unfair—if not entirely improper—for the Federal Trade Commission to make public the contents of this complaint prior to the filing of the defendant's answer and without attempting to state simultaneously what the defendant's position is?

"I am also tempted to inquire whether your commission does not know—or could not have easily ascertained—that the practice complained of in your complaint is not confined to my client. 'For your information let me state that my client denies absolutely that it is guilty of any of the acts charged in your complaint; that it intends to contest this proceeding, that the practice engaged in by my client is common to the publishing business, recognized as a trade practice and that everything that it does in connection with the solicitation of subscriptions by mail is done with the approval of the post office authorities.'"

Hearing is set for January 28.

## Growers Introduce Crushed Peaches

Crushed peaches will be introduced on an extensive scale with the 1929 crop of the California Canning Peach Growers' Association. S. C. Day, president, announced at the annual meeting of the association in San Francisco last week.

Seven hundred cases of crushed peaches have already been placed on the market, he said.

The peaches, for which a new selling name will be formulated, are chopped into little cubes and canned in syrup. The new product, Mr. Day said, will provide a means for profitable utilization of fifth-grade fruit, now known as water pack peaches, which forms a large portion of the annual crop.

The Western Blower Company of Seattle, manufacturer of West Wind ventilating fans, will launch a national magazine advertising campaign early next Spring. A series of full-page and half-page advertisements will be used in a group of home building publications of national circulation.

## T. O. Grisell Sees "Fallacy" in Annual Appropriations

Distribution costs can be measured and budgeted with the same accuracy as manufacturing costs, T. O. Grisell, director of marketing, Batten, Barton, Durstine & Osborn, Inc., said in a recent address.

Studies made during the past six years, said Mr. Grisell, have convinced him that it is a fallacy for business concerns to compile an annual appropriation for advertising in advance.

The sales expenditures, he explained, should be made as flexible as possible and subjected to a budgetary control at stated intervals, either quarterly or monthly. Investigation has shown him that newspapers provide extreme flexibility in sales campaigns.

Working on this basis, Mr. Grisell has divided the country into 250 local areas, among which the sales expenditures may be divided into local efforts. A national sales campaign, he said, is merely the addition of the results obtained from these multiples of localities.

By measuring (1) the trend of sales, (2) the return on expenditures and (3) the ratio of sales made to the opportunities in the territory, it is possible to figure with comparative accuracy whether or not the sales expenditures in any territory are warranted. By contrasting such returns with the returns obtained from comparable territories, a business is able to shift or reallocate its sales efforts to localities that are in special need, or afford special opportunities.

Mr. Grisell prefaced his remarks by saying that, although it is possible to eliminate waste in distribution and to maintain a fairly accurate budget control over distribution costs, there is no charted measure for the results obtained from courage, imagination or initiative.

Electrolux, Inc., an international manufacturing company, operating in forty-three countries, has entered the United States market and will build its first American factory in Los Angeles, where it will manufacture an air purifier, a cleaner, a floor polisher and a new type of electric washing machine.

Charles W. Collier, for many years field secretary of the Direct Mail Advertising Association, has resigned. He will handle the Third Annual Better Merchandising Conference and Exposition to be held in Detroit April 1, after which he will probably go into business for himself.

## Moon Will Introduce White Prince Line in Local Media

Employing newspapers and posters almost exclusively, the Moon Motor Car Company of St. Louis will launch next week a national advertising campaign for their new White Prince line of cars.

The new line, priced under \$2,000, is to be sold through the regular Moon dealer organization. The campaign will be concentrated in territory where the company is "adequately represented"—the company paying 70 per cent and the dealers, 30.

This advertising will be supplemented by the use of direct mail.

The new car will make its formal debut at the National Automobile Show in New York today. Of European body lines and unusual design, it will come in both the straight eight and six models.

## Sanger Named President of S. S. Koppe Company

S. S. Koppe & Company, Inc., of New York and London, representing newspapers of South America, Europe and other parts of the world, has been reorganized as the result of the recent death of Mr. Koppe, a victim of the *Vestris* disaster. J. W. Sanger, former director of foreign service of Frank Seaman, Inc., and more recently vice-president of the Foreign Advertising and Service Bureau of New York, becomes president and manager, and W. W. Davies, who will continue as general representative of *La Nacion*, Buenos Aires, vice-president.

## Peoria Journal-Transcript Breaks Rotogravure Record

The Peoria, Illinois, *Journal-Transcript* celebrated its sixtieth anniversary on December 23 with an Illinois Valley edition of 134 pages. Sixty-eight of these pages were in rotogravure, which, we believe, constitutes the largest roto section ever published by any newspaper. Marketing executives interested in this important and diversified market will find exceedingly helpful facts and pictures in this number of the *Journal-Transcript*.

The name of the Lyddon & Hanford Company, advertising agency, has been changed to Lyddon, Hanford & Kimball, Inc., with the election to membership in the firm of Abbott Kimball, manager of their New York office for the past four years. Mr. Kimball will continue in charge at New York.



Frank A. Ketcham

## Frank Ketcham Becomes President of Graybar

At the first directors' meeting this week of the now employee-owned Graybar Electric Company, Albert L. Salt was elected chairman of the board and Frank A. Ketcham, president, to succeed him.

Mr. Salt started as an office boy with the Western Electric Company at the age of fourteen. Later he became mail clerk, bookkeeper, salesman, assistant manager of the New York office, general purchasing agent and traffic manager with the title of vice-president. When the Graybar Electric Company was formed in 1926, out of the supply department of the Western Electric Company, Mr. Salt became its president.

Mr. Ketcham began in the stockroom of the Chicago office of Western Electric in 1900, serving in various clerical jobs until, in 1906, he became chief clerk. In 1918 he was made manager at New York and subsequently became executive vice-president of the Graybar company.

Other officers of the company elected this week were George E. Cullinan and Leo M. Dunn, vice-presidents; Elmer W. Shepard, treasurer, and Louis Fulle, secretary.

The Baxter-Davis Advertising Company and Loomis-Potts Company, Kansas City agencies, will be consolidated January 15 under the former name. Headquarters will be maintained at 1004 Baltimore avenue, there—with Wesley H. Loomis, Jr., chairman and Junius F. Baxter, president and treasurer.

## Krehbiel Sees Unhealthy Basis for Business in Price Appeal Alone

"Business based upon price appeal alone is unhealthy," Edward Krehbiel, vice-president of the Gorham Company, silver manufacturers, told the New York Sales Managers' Club, meeting Friday, January 4. "Through mass production and mass distribution," Mr. Krehbiel said, "we have been brought to a condition where something must be done to check these tendencies if profitless prosperity is to be stopped."

Mr. Krehbiel believed that the desire to buy can be aroused just as effectively through other means than price concessions.

"Mass production has been developed to its highest extent in the United States," he said. "It has in numerous instances proved highly successful. And today we are witnessing attempts to effect mass distribution with the thought that if profits have accrued from the one, profits will be made from the other. But we cannot expect a general conclusion from such an important development. While profits have been large and encouraging in some instances, mass production has been decidedly uneconomical in others. As a matter of fact, many businesses attempting mass production or distribution find that they have been 'paying too much for the whistle.'"

"The theory of mass production is simple. It assumes that lower prices, coupled with greater volume of output, will result in greater profits and higher wages. Because the theory worked out in some instances, as in the case of the automobile, other manufacturers have assumed that it will work out in theirs. The desire to imitate has resulted disastrously. Mass production of trucks, for instance, was a success because the market was virgin and the potential demand unsatiated. But the manufacturer of wagons would not have like success even though he adopted the same method of production. How could every industry greatly increase its distribution if all of them started tomorrow upon mass production?"

"There is a well-known economic law which says that the larger the supply the lower the price. Mass production is built upon the idea that commodities will be sold cheaper and that the margin of unit profit will be small. But this God of Volume soon becomes the Moloch of Price. We find by experience that there is such a thing as a law of diminishing returns. The cost of that last increment to volume has been so great as to wipe away a part of the profits enjoyed on the



volume existing before an increase was made.

"One of the surest ways out of the present dilemma is for business to insist on something else than price appeal. It is being done rather successfully in certain lines. We have, for instance, exclusive styles, improved types, and there is art-value or beauty, any or all of which can be added to many commodities which will warrant a repricing at a point where profits can be assured. Today a manufacturer of face powder is advertising a powder for each mood. Elements of value, other than price, calculated to instil desire in the prospective consumer, will assuredly afford a way out for business. Present-day merchandising requires the art of assigning a distinctive quality or value to commodities and soft-pedaling price, and we are faced with the necessity of doing this if we would insure the health of business."

### Make Offer to Furnish Summer White House

The National Retail Furniture Association has offered to provide the furniture for a summer white house without cost to the Government.

The offer was submitted by R. R. Rau, of Chicago, secretary of the association, in letters to President Coolidge and to the editor of the *St. Louis Post-Dispatch*. It was inspired by Mr. Coolidge's special article in the fiftieth issue of the *Post-Dispatch*, in which he stressed the need for a summer retreat near Washington to preserve the good health of future presidents.

Catherine McNelis-Hugh Weir, Inc., advertising agency, has been established in the Woolworth Building, New York. Miss McNelis was formerly with Fowler, Dick & Walker, retail dry goods firm of Wilkes-Barre, Pennsylvania, and Binghamton, New York; Mr. Weir has been a magazine writer for a number of years, and more recently was a scenario writer with the Universal Pictures Corporation.

The Cutting Die & Machine Company of America, Inc., Lynn, Massachusetts, has been formed by the merger of J. E. Knox & Company, Inc., of Lynn, John Dewes-Gumb Die Company of New York, Boston Die Company of Boston, Hub Schrivving Knife Company of Boston and the O. M. Savels & Company of Worcester.

The company will be the second largest in America for the manufacture of cutting dies for shoes, leather, rubber, celluloid, envelopes, collars and shirts.

## Todd Company Already Using Thirteen-Period Calendar

While some others are working for the national or universal adoption of a new calendar which will divide the year into thirteen months of twenty-eight days each, the Todd Company, of Rochester, New York, has introduced a somewhat similar calendar of its own and will follow this new plan of reckoning in all its operations, including record-keeping during 1929. The Todd calendar is not the exact arrangement being advocated by those who are persuaded that the Gregorian plan is awkward, inconvenient and out of style. It could not well be because of the necessity of retaining some features of the kind of calendar that a lot of other folk still persist in using. It appears to be a kind of compromise between the new and the old.

The Todd calendar is divided into thirteen periods, each period contains twenty-eight days, and each period begins on Sunday and ends on Saturday. It is readily apparent that this new arrangement doesn't jibe well with the old, so the Todd periods are worked out by borrowing as many days as necessary from the preceding or following month to make each period come out even.

Thus, the first period of 1929 starts right in by borrowing a couple of days from 1928 and beginning with December 30. That is a Sunday and every period must begin with a Sunday. Sunday and Monday, December 30 and 31, 1928, are printed in red and listed as the first two days of the first period of 1929. That brings us to Tuesday, January 1, 1929, which is printed in black. Time then proceeds on the usual schedule, the dates being all printed in black, to the end of the first period, which is Saturday, January 26.

The second period then begins with Sunday, January 27. To indicate that this and the other dates up to and including the 31st are a part of January, the figures are continued in black. Beginning with Friday, February 1, the figures are all red until we reach Friday, March 1, toward the end of the first week of the third period, when they again change to black.

This is carried right on throughout the year, which ends December 28, thus making up for the two days borrowed from 1928. The thirteenth period is the only one that begins on the first and ends on the twenty-eighth.

No effort has been made to name the periods or to name the extra per-

iod. They are merely numbered and opposite the calendar of each period are the names of the two months of which it is composed.

Cards used in the system of record keeping have been prepared to conform to this new calendar. Months are not indicated at all; there is a column of "periods," with a "Week Ending" column next to it, and that is all.

### Albert Frank Appoints Francis J. Oppenheimer as Special Agency Counsel

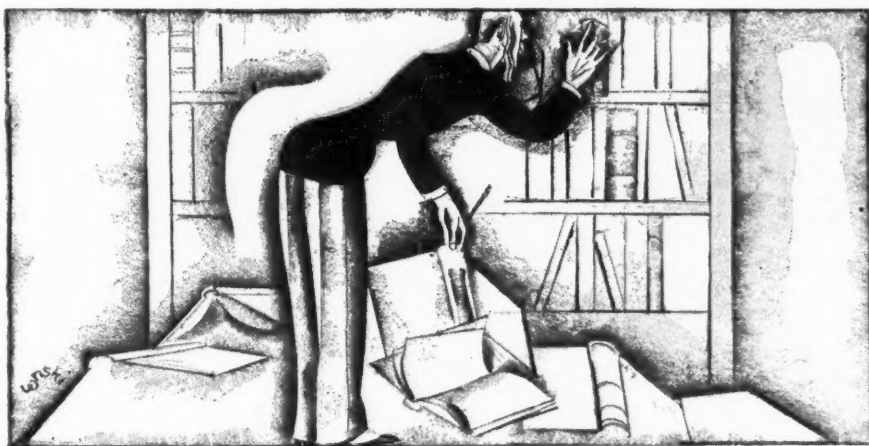
Francis J. Oppenheimer is now associated with Albert Frank & Company, New York, as special counsel to that agency.

Mr. Oppenheimer, writer on philosophy and sociology, as well as practicing advertising, will act in an advisory capacity in matters of agency policy within the organization, in contact with clients and with the public. "I believe that scholars can do constructive work in the industrial and financial world just as they have staked out new realms in abstract thinking and philosophical thought," explained Frank J. Reynolds, president of the company, in announcing the appointment. "The old hackneyed selling formulas are fast outliving their usefulness, and many of the standardized agency appeals are entitled to a pension."

Mr. Oppenheimer's latest book, "The New Tyranny," attempted to debunk psychology and philosophy. He is also the author of "The Truth about the Black Hand," "Jewish Criminality," "The Failure of Pacifism."

In 1910 and '11 he managed the two Budget Exhibits given by the City of New York. Later, with the *Magazine of Wall Street*, his interview with J. H. Harriman, of the Harriman National Bank, introduced the subject of funding the Allied debt. For some time, Mr. Oppenheimer was an executive with the D'Arcy Advertising Agency in St. Louis.

The Associated Motion Picture Advertisers, Inc., with headquarters in New York City, has formed a service committee, to secure positions for members out of employment. Walter F. Eberhardt, First National Pictures, 383 Madison Avenue, is chairman of the committee. George W. Harvey, at 35 West 45th Street, is president of the A. M. P. A.



## The Sales Managers' Bookshelf

### System and Law for the Sales Department

"SALES Contracts and Forms," a 454-page volume just published by Prentice-Hall, Inc., bears no author's or editor's name; the preface says "contributors too numerous to be mentioned." Contributors and editors did a good job. Indeed, the book is better than its title—and broader. It contains 225 different forms, many of which are not mere "sales forms" but have to do with sales promotion, questionnaires, market reports, etc. And in another respect the volume is bigger than the title: the text covers, practically, simply and exhaustively, the law of sales. Appendices give in full the uniform conditional sales act of New Jersey and the uniform sales act of twenty-seven states.

The treatment is topical. Chapters that struck your reviewer as particularly useful were: 12, Warranties; 14-16, Installment Sales Agreements, especially 16 on leases; 18, Agreements with Sales Agents and Distributors; 21, Salesmen's Agreements; 23, Expense Reports; 24, Route Lists.

### Business Letter Writing

S. R. Stauffer, "letter counselor" of Minneapolis, has published in a handsomely printed pamphlet of sixty-four pages (about 9 inches by 12 $\frac{3}{8}$  inches) his weekly bulletin service, under the title "Letters, the Wings of Business." The burnt orange, gold and black covers, the white antique stock with its borders of black and blue and its beautiful typography, designed by William H. Gerth, give a distinctive setting to the thoroughly good writing from Mr. Stauffer's pen. The commanding size of the brochure gives an air of importance usually lacking in the normally insignificant-looking folder on business letters.

There is constant stress in the text of these bulletins or essays on the importance of design and layout in a business letter. One bulletin is devoted to Physical Appearance. It is in the form of a letter, to illustrate the points made—but, most unfortunately, it is the least attractive page of the whole book typographically, being set in a single column 5 $\frac{1}{4}$  inches wide, whereas every other page is set double columns each 2 $\frac{1}{2}$  inches wide. And why does Mr. Stauffer encourage stenographers to put commas at the ends of the address lines? He strongly urges the use of No. 9 envelopes.

He does not claim too much for the letter: puts it, indeed, below telegram and telephone and personal interview in efficiency, and reminds us that the average letter costs 35 cents, which would pay for a three-minute telephone call to a point 40 miles away or for a ten-word telegram to a point 400 miles distant. (Does this include overhead of executive's time for telephoning as well as for dictation? I guess not.)

There's much sound business policy in these essays—for example, the suggestion that letters of appreciation be written occasionally to the good customer who is quick pay: think how many expensive letters you would write to him if he did *not* buy and did not pay!

Mr. Stauffer recommends to the letter writer the reading of good books, notably the letters of Abraham Lincoln, Walter Hines Page and Lord Chesterfield. His own English is unusually good: exceptions are the use of *like* as a conjunction, "like one would talk in a face-to-face conversation," and the pseudo-nice grammar of "sequence of thought is perfectly knitted."

And isn't it true that most business men want canned form paragraphs

and not reading courses to fit them for letter writing?

### Science—Applied to Manufacturing

"Industrial Explorers" (Harper & Brothers) is written by Maurice Holland, director of the division of engineering and industrial research, National Research Council, and Henry F. Pringle. It tells the story of industrial research by describing the activity of nineteen industrial explorers.

Trade associations are represented by the Joint Coffee Trade Publicity Committee's research, carried on by S. C. Prescott at Massachusetts Institute of Technology—the one story in the volume that ties closest to sales and promotion; the National Canners' Association; the Portland Cement Association; the American Institute of Baking, which fell heir to much of the research material and personnel that had belonged to the brewers; and the Tanners' Council. Only half the total number of trade associations report their expenditures for research: it totals twenty-five millions annually.

The U. S. government and state governments spend nearly three times that much. More than 100 millions a year are expended by the great corporations and a few independent research organizations, notably Arthur D. Little, the chemist.

Elmer A. Sperry, inventor of gyroscopes and of searchlights brighter than the sun, and L. H. Backeland, discoverer of Velox paper and of Bakelite, are the only exceptions listed in this volume to the rule that research men are not inventors and are employees rather than heads of businesses.

The major part of the book tells of the research activities of General Electric, American Telephone & Telegraph, Crucible Steel, the Brown Company (paper), American Brass, Eastman Kodak, Corning Glass, Westinghouse, du Pont and Curtiss Aeroplane.

It is a story of American industry and research and training: apparently only two of the nineteen research engineers were born abroad and only two or three studied abroad. A surprising number studied or taught at Massachusetts Institute of Technology. Most of the others were New England Yankees or of the even more typically Yankee strain of the Mid-West.

The preface says, "We make no claim that the entire field of industrial research has been covered," but it is a little surprising to find nothing about Mellon Institute of the University of Pittsburgh and the pioneer work there of Robert Kennedy Duncan; or of radio's research activities.



# Canners to Launch Campaign with Passage of Labeling Bill

BY WALDON FAWCETT

**A**N innocent and seemingly none too important bill, introduced in Congress a few days ago, will become, when passed, the signal for the launching of a general advertising campaign in the interest of high-quality canned goods. Incidentally, the project has demonstrational significance for all advertisers because it introduces a new device for reassuring the purchasing public on the integrity of commodity grade standards.

## Inspired by Canners' Association

The revolutionary proposal is set before Congress in the form of an amendment to Section 8 of the Federal Food and Drugs Act. The bill, introduced in the Senate by Senator McNary of Oregon, is designated officially S. 4800. In the House of Representatives the equivalent bill, introduced by Congressman Mapes of Michigan, is known as H.R. 15218. These sponsors of the bill have not, however, acted on their own initiative. This measure to render compulsory the labeling of canned goods of inferior quality was inspired by the National Canners' Association.

To the average layman it might appear that with the Federal "pure food" law and any number of state statutes to the same end, to say nothing of the police activities of the Federal Trade Commission and the missionary work in behalf of standardization by the Department of Commerce, there are at hand sufficient safeguards for quality in foodstuffs and sufficient insurance for truthful labeling. Nevertheless, when the National Canners' Association committee on general advertising started to map the cooperative campaign which has been brewing for some time, it came to the conclusion that if consumer confidence was to be inspired in advertised goods, a means must be found for an official certification of quality that will go beyond anything which has heretofore been available.

The advertising committee some time ago reported to the officers and board of directors of the association that it faced a formidable obstacle in its educational and promotional work.

The fact that the lowest grades of canned goods may be sold without the consumer being able to identify them as such constitutes, in the judgment of the committee, an obstacle that must be removed before the plans for a far-reaching advertising campaign may be further developed. Specifically, the advertising committee reported that a system for the informative labeling of the lowest grades of canned goods is an essential prerequisite to effective advertising and it was suggested that the first step toward a general advertising campaign should be to secure legislation that will require such labeling.

The McNary-Mapes bill is the outcome of this agitation. The measure was drafted by the committee on special legislation of the National Canners' Association. Several months were devoted to polishing it off, but it is admitted that further minor changes may be made in the phraseology of the bill if found necessary to clarify its provisions. Section 8 of the Food Act, in which this amendment would be inserted as a new paragraph—the fifth—deals with the misbranding of foods and drugs. The new language would authorize the Secretary of Agriculture to prescribe and promulgate standards of quality applicable to canned foods and to require that all such foods not meeting the prescribed quality standard must be appropriately labeled.

## To Designate Inferior Quality

According to statements made for SALES MANAGEMENT by the officials of the National Canners' Association the sole purpose of this proposed new censorship is to require the labeling of canned foods of inferior quality in such manner as to enable the consumer to know them for what they are. It is not the intention, nor does the bill give authority, to define all the different grades of canned goods. Nor is there required of the packer or distributor a statement of the grade of any canned goods, on the labels of such goods, unless the wares fall below the standard.

Lest the regulatory clutter result in confusion, the organized canning in-

terests emphasize that the standards to be established by the Secretary of Agriculture under the provisions of this proposed amendment are not to be confused with the present commercial gradings that obtain in the canning industry. Nor with the standards formulated by the joint committee on definitions and standards of the Department of Agriculture for the guidance of officials in enforcing the food laws. Nor yet with the standards and grades adopted by the Department for the purpose of the Warehouse Act. It is as though a fourth set of standards were set up, primarily for the benefit of private business but administered by Uncle Sam.

## Not an "Administration" Bill

Interviewed for SALES MANAGEMENT, the officials of the U. S. Food, Drug and Insecticide Administration made it clear that the canned goods bill is not, in any sense, an "administration measure." That is to say, the department did not instigate this bill, nor urge it, as has been done in the case of the pending Slack-filled Container and Deceptive Package Bill. At the same time the officials made it clear that they have no objection to the canners' association project. If Congress asks the department for a recommendation, as is customary in the case of such bills, the endorsement will be favorable, in accordance with its theory that anything which contributes to the information given to consumers of food products regarding their prospective purchases is an advantage.

Not the least interesting question, in connection with this innovation, is whether, if the new system of quality proclamation is put into effect, other industries will follow the example of the canners and petition Uncle Sam to play supervisor. The standard to be established for each class of canned goods will, in effect, draw a line based on quality, and penalize, with publicity, everything falling below that line. The canners are proceeding on the assumption that the Department of Agriculture, when it comes to determine where the line shall be drawn, will work in cooperation with appropriate committees appointed to represent the commercial canning industry.



### They Say That—

EARLE V. HENNECKE has resigned as vice-president in charge of sales of the R. M. Hollingshead Company, Camden, New Jersey, to devote his entire time to the development of the business of Earle V. Hennecke, Inc., of New York, national distributor for Spraymore portable painting outfits, Cleveco refinishing products and K. O. oil filters.

GEORGE FOWLER has left the J. Walter Thompson Company to become vice-president and general sales manager of the Simmons Company, bed manufacturers, Chicago. Mr. Fowler has handled the Simmons account with the Thompson company.

HARRY B. CARPENTER has resigned from the Hommann & Tarcher, Inc., New York advertising agency, to become manager of advertising and sales promotion of the Cannon Mills, Inc.

WILLIAM H. WAHL, sales promotion manager of the A. C. Horn Company, Long Island City, will resign January 15. Mr. Wahl will leave for Copenhagen, Denmark, where he will organize and direct a new division of the Danish advertising and publishing firm, Gutenberghus, which concern, besides operating a large advertising agency, also publishes, through a separate organization the *Hjemmet*, a magazine.

DAVID BEECROFT has become vice-president of the Bendix Corporation, with offices in New York. Mr. Beecroft has been editor of the *Automotive Review*, assistant editor and editor of *Motor Age*, director of editorial policies of the Class Journal Company, business manager of *Motor Transport*, and later vice-president of the company.

The partnership of Eberhard Faber and Lothar W. Faber has been merged with the corporation known as the Eberhard Faber Pencil Company, under the same management as before. The merger has been decided upon to simplify the business methods of the organization. Eberhard Faber is president.

## SATISFACTION

MOLLOY MADE COVERS cost more than ordinary covers. The question naturally arises, "Are they worth it?"

Recently we asked several users. Here are quotations from their answers:

*"Satisfactory in every way"—"Many favorable comments from executives"—"Our counter books have been giving thorough satisfaction"—"We find these covers to be very satisfactory"—"Our catalog received much better attention than it otherwise would because of the Molloy covers that were used"*—these are actual quotations from the replies received!

The original complete letters quoted above are in our files and we will gladly furnish both the names and complete answers if you are interested. They are from nationally known organizations who know sales and advertising values.

Your request for samples and suggestions will find us eager to co-operate in every way. We want to demonstrate our ability to serve you with equal satisfaction!

Molloy Made Covers may be had in any size, shape or quantity. They may be of the finest artificial leather, of Mocotan, or of hot-die embossed paper. Stiff or flexible, according to your preference and purpose; for bound books or loose-leaf binders of any style; in any color or combination of colors; in any leather grain.

They are always designed expressly for the book on which they are to be used. Your inquiry entails no obligation.



## THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue, Chicago



## Pepperell's New Sales Sword Cuts Some Gordian Knots

(Continued from page 20)

Pepperell sheet, advertising efforts were switched to the support of that item. Trade papers carried the story to retailers and distributors. Recently radio has been supplementing other media with satisfactory results. The amount to be spent for advertising in 1929 will represent a sizable increase over the 1928 appropriation.

The advertising of the other products of the Pepperell Manufacturing Company was related to the advertising of the leader—the Lady Pepperell sheet—in such a way as to capitalize on its reputation and good will in the trade and among consumers. The Lady Pepperell advertising, in other words, was regarded not only as a means for increasing the sales on this line of sheets, but as a promotion force for the entire line of products.

### Others Capitalize on the Name

It proved to be just such a force. For the first time the company found other manufacturers who used Pepperell-made materials, willing and anxious to capitalize on the Pepperell name by identifying those materials in the finished products. The labels in Honor Bright play suits, made by the Reliance Manufacturing Company of Chicago, now say, "Honor Bright, Genuine Pepperell Fabric." Carson, Pirie Scott & Company of Chicago offer a line of night gowns and pajamas under the brand name of "Sleepertog"; each garment is labeled "Pepperell muslin," as well as stamped with the brand name, Sleepertog. These are just two examples among many which show what the right kind of advertising and merchandising can do toward preserving the identity of the product that has heretofore largely been lost in re-manufacture.

The changes in management policies outlined in this article have earned for Pepperell a thoroughness of cooperation from the best retailers which would have been impossible under their older methods of doing business. Perhaps the best single example of what an organized sales and merchandising program has done for the company lies in the special selling event staged by Gimbel Brothers, one of the largest retailers in New York City.

Pepperell and Gimbel's got together on an idea of putting on a special event to stimulate interest in the products sold in the bedding department. The result was that Gimbel officials and the Pepperell sales department worked out

a promotion program for modern bedding ensembles which ran the week of November 26.

This event was worked out on a big scale and promoted in a tie-up of newspaper advertising, window display, and interior display, with a dozen completely decorated bedrooms in the bedding department. For example, there was a Master Bedroom, a Guest Room, a College Nook, a Bachelor's Room. Elevator operators announced the event on reaching the floor on which the exposition was being held, and specially printed announcements were given all visitors as they came out of the elevator. A number of authorities on interior decoration gave talks. Windows on Broadway, 33rd Street, and 32nd Street, were specially decorated to show the newest things in bedroom decoration. In all of these exhibits, both in the windows and inside the store, Lady Pepperell colored sheets and pillow cases had prominent places.

Sales in the bedding department on the first day were more than double the highest amount of any previous record day. Sales for Wednesday and Friday of the same week were even higher. When the event was concluded Gimbel officials were so pleased with the results attained that they suggested a repetition of the event in their stores in Pittsburgh, Philadelphia and Milwaukee.

### Salesmen Offer Re-Sale Plan

"We are trying to send our salesmen out to the trade with a re-sale plan," was the comment of the director of sales development for the company in connection with such retail cooperation. "We want them to forget price and to get beyond bickering over an extra 2 per cent. We have come to believe the only way to build sales is to help the dealer plan the re-sale, and to show him how he can make more profit out of his bedding department. If we can do that, we won't have to worry about volume ourselves."

It is a significant thing that in October, 1927, three years after the new policies had been introduced, the treasurer of the company stated, in the annual report to Pepperell stockholders, "The policy of the company regarding advertising is daily proving of tremendous benefit in the assistance it renders the salesforce. Nation-wide distribution is being effected on the company's leading products—Lady Pepperell sheets and pillow cases.

Wholesalers and retailers are taking advantage of the company's advertising. They are not only displaying Lady Pepperell placards in their windows and on their counters, but they also are advertising in their own newspapers the fact that they sell these sheets."

And only a month ago, in the 1928 report to the same stockholders, the folder enclosing a dividend check of 8 per cent on the capital stock carried this statement: "In paying this dividend your company takes pleasure in advising you that it has maintained a perfect record of dividend payments for three quarters of a century. This statement assumes even greater significance when one considers the conditions which have existed in the textile industry over the past five years. The management of your company has, for some time, believed that the same fundamentals of modern, aggressive selling and advertising could be applied to the textile business as have been applied to other successful industries. That this policy is proving profitable is best indicated by the enclosed check. —Russel H. Leonard, Treasurer."

### Comments on Guarantee and Repair Policies

Editor, SALES MANAGEMENT: The writer was very much interested in the article regarding the Clark repair policy which appeared on page 574 of your issue of December 1.

You might be interested to know that this manufacturer is hardly alone in his attitude toward repairs. Our client, Henry Lederer & Brother, Inc., of Providence, makers of the Golden Wheel lighter, established from the very first a repair and replacement policy of the broadest possible type, and they have gone, I think, a step beyond the Clark Lighter Company in their development of their lifetime guarantee.

As for methods of instilling confidence in a product in the minds of dealers, if you will note the Golden Wheel advertising which has been running in the *Saturday Evening Post*, *Liberty*, *Collier's*, *Life* and the *New Yorker*, it will be quite obvious to you that Henry Lederer & Brother are telling not only the retail trade but the public at large that once you buy a Golden Wheel lighter it must give you a lifetime of satisfactory service. The entire campaign is predicated upon this lifetime guarantee, and, of course, it is made a most emphatic selling point in all the company's relations with the retailer and jobber.—Franklin S. Weston, Danielson & Son, Providence, Rhode Island.

## Sell the College Market—It Is Wide Open

(Continued from page 25)

sage which he will remember for life. The college market offers an opportunity to get prospects while they are young—and while they are together.

But future good will, while being the most desirable, is not the only return on advertising to college men. A few companies have for years recognized the value of it for immediate sales. Among them are Brooks Brothers, Tiffany, Liggett & Myers, White Studios and A. G. Spalding. Despite the sparsity of advertisers, this market must be fed, housed, clothed, amused, instructed and transported. There are at least sixty items of necessity alone which could be effectively advertised to it with immediate effect.

### What They Buy

William L. Schilling, president, College Annual Producers, furnishes the following statistics, gathered from a study of the buying habits at Harvard:

Each student buys from six to eight shirts a year, with a total annual average of 39,000; eight neckties with yearly total average of 46,000; six to ten suits of underwear, averaging 39,000 yearly; twelve handkerchiefs, averaging annually 78,000; twelve pairs of socks, with total annual average of 78,000; two pairs of suspenders, averaging 13,000 annually.

Seventy-two haberdashers found it profitable to advertise in the Harvard *Lampoon*.

Thirty-five rooms were visited in an attempt to gauge the students' buying habits. Six had comparatively luxurious furnishings. Twenty-four were furnished very comfortably in every detail. Four were scantily furnished, or contained furniture of second quality. All had phonographs. Five had banjos; three ukuleles; two pianos; 31 had typewriters, and 28 sported engraved stationery.

The student, it is said, averages three pairs of shoes a year, totaling 375 a week or 79,500 a year at Harvard.

About 85 per cent of the students smoke 35,000 cigarettes and 1,000 packages of tobacco daily.

These statistics, says Mr. Schilling, were gathered at Harvard, but there is no reason to assume that the same habits do not prevail at any other university in the country.

But however convincing or accurate these figures may be, the most profitable advertising will be in getting the buyer of a few years from now, while he is young, impressionable, easily and cheaply reached.

# If You are Selling to Women

there is much of interest  
to you in the following:

- 1 The Christian Science Monitor is essentially a home paper and goes into the kind of homes you want to reach. A little more than 85% of the Monitor's circulation goes directly into the home under wrapper.
- 2 The readers of the Monitor, as a rule, make it a point to supply their needs from the advertising columns of the Monitor.
- 3 The Monitor supplies something which no other newspaper and no magazine is able to provide, namely, retailers in hundreds of cities who themselves advertise in the Monitor and mention in their advertisements manufactured goods nationally advertised in the Monitor.
- 4 The Monitor publishes Household pages, containing news and feature matter of particular interest to women and carrying advertisements appealing especially to women.

## The Christian Science Monitor

AN INTERNATIONAL DAILY NEWSPAPER

Published by The Christian Science Publishing Society, 107 Falmouth Street, Boston

### BRANCH ADVERTISING OFFICES

NEW YORK—PHILADELPHIA—MIAMI—CLEVELAND—DETROIT—CHICAGO—ST. LOUIS—KANSAS CITY  
SAN FRANCISCO—LOS ANGELES—SEATTLE—PORTLAND, ORE.—LONDON—PARIS—BERLIN—FLORENCE



# “WE—

**THE NEW BUSINESS YEAR:** The veriest cynic must admit that the new year opens well. Production of basic materials is as large as at present seems desirable. Manufacturers are wholesomely busy. Agriculture is distinctly better off than it was. Distribution of goods, though not at the maximum reached in 1926, is near the top and upward bound after long descent. Retail sales are in such volume that Washington officials who used to calculate in terms of something like forty billion dollars a year are now talking of sixty billions as a possible estimate for 1928. Buying power shows no sign of exhaustion but rather of growing reserves, disclosed in swelling savings bank deposits and life insurance policies. Our foreign trade is mounting again in face of renewed pledges of loyalty to the protective policy that is associated with the highest compensation of labor. And, finally, our credit resources, tested as never before by a prolonged period of abnormal security speculation, have proved adequate to our commercial requirements in a season that has taxed to the utmost the highly developed facilities of American trade.

**SOUND UNDERPINNING:** As far as underlying factors are concerned there is every reason for confidence. America is more than holding its own in the markets of the world in spite of revived competition among the rehabilitated nations. Employment is at high wages. We have adjusted our machinery of production and distribution to frequent buying on a small scale. Partial payments have thus far proved a stimulant that leaves no depressing effects in its trail. Competition is keener than ever without detriment to the economic structure. The speculative frenzy has not extended to our commodity markets, and as long as the railroads are able to provide prompt deliveries there is reasonable assurance that we shall escape this evil. Meanwhile prices give no sign of moving sharply in either direction. In some lines there may be overproduction. It is noteworthy, however, that we hear of such trends from measures taken in advance to check them rather than from glutted markets. Weighed by what is in contemplation to quicken buying impulses, it would seem that salesmanship has accepted the gage of well-filled warehouses with confidence as well as resolution. This will to win, a national trait, is not in itself unusual; sad indeed would be our state if the spirit of defeatism were anywhere manifest among us. The dominant aggression which is the keynote of 1929 merits attention because there is in it so much passion for facts and so little readiness to take anything for granted. In an age whose mechanic arts have loosed imagination from all its wonted tethers an orgy of credulity might rather have been expected. But the very magnitude of the problems that

have arisen, the sheer abundance of our means to enhance the pleasures of life and mitigate its discomforts have given to ideas rooted in knowledge a salutary mastery.

**OTHER TIMES OTHER CONDITIONS:** Those who recall the fate of optimistic forecasts attending the birth of 1927 and 1928 have some reason, perhaps, to receive with large grains of salt enthusiastic appraisals of the present outlook. Let them not forget, however, the difference between the conditions then and now. The good times of 1925 and 1926 had done so much to efface vestiges of ill-fortune that none but rose-colored glasses were in fashion two years ago. Furthermore, the event was disappointing only when compared with the extravagant expectations that went before. As for the too happy auguries with which 1928 was ushered in, they were at fault mainly in underestimating the time required for preparation to resume the advance. Before the summer season was over it was obvious that a turn for the better was well under way and gathering force. The upgrade had been reached, in short, long before the season of oracular prophecy, so that what is now being said about the brilliant prospect is supported by facts with which most of us are so familiar that the chorus of good cheer lacks the spice of novelty which is sometimes mistaken for convincing reason. In other words, the new year is off to a good start on its own account, regardless of the customary ballyhoo, and our concern is less with the authority of those that proclaim the fact than with the chance that what they tell us about is more than a flash in the pan.

**NEW ELEMENTS:** It is probable, however, that elements less familiar than these will exercise a commanding influence in the year upon which we have just entered. They may not affect business as a whole; the law of supply and demand has lost none of its decisive quality, and as far as we can now see will always govern transactions involving the material wants of human beings. But changes in methods are taking place of which no man can see the end. The old emphasis was on supply. The new emphasis is on demand. Upon what the consumer can be induced to ask for the retailer now bases his stock, the jobber the lines he handles, the manufacturer his schedules of production. Factory mergers find their inspiration in popular preferences, the cohesive power of the chains is measured by ability to gauge the public taste, the new unions between producers or producers' agents and retailers is an outgrowth of dependence all along the line on what is likely to be bought by the individual. How far business will go in devising ways of facilitating exchange of goods for money is a question that will not be finally answered in 1929. It seems safe to predict, however, that enough obstacles will be removed to ensure still larger sales. It is time for study of the signs if rare opportunities are not to be missed.

# ONE OF THE GREATEST EVENING NEWSPAPERS IN THE WEST



## OFFERS YOU THE KEY TO OAKLAND'S (10 CITY) MARKET

**T**HE OAKLAND TRIBUNE, in advertising volume, is the GREATEST EVENING NEWSPAPER in the West ... producing handsome profits for thousands of local and national advertisers. You too ... can enjoy substantial returns from your advertising ... placed in Oakland's metropolitan area ... by prescribing the intensive use of this powerful newspaper in every sales campaign. (Testimonials from TRIBUNE advertisers are best presented by the fact that advertisers place more copy in the TRIBUNE than any other (7-day) evening newspaper in the West ... averaging better than 18½ million lines a year for the past 3 years ... and greatly exceeding all other Oakland & San Francisco newspapers for the past 4 consecutive years. (The TRIBUNE'S circulation is unique in thoroughness and efficiency—87% within Oakland's 10-city area. Another important point the TRIBUNE is Oakland's only home-owned and edited newspaper

**Oakland Tribune**

OAKLAND, CALIFORNIA

Eastern  
WILLIAMS, LAWRENCE & CRESMER CO.  
285 Madison Avenue, New York City  
360 N. Michigan Avenue, Chicago

National Representatives

Pacific Coast  
FRED L. HALL COMPANY, INC.  
507 Montgomery Street, San Francisco  
514 Leary Bldg., Seattle and C. of C. Bldg., Los Angeles



**MISSISSIPPI**  
A Good State  
in Which to  
Advertise  
?

Some of the more than 80  
national advertisers who  
think

**MISSISSIPPI**

Gem Nut Margarine  
Graham Brothers Trucks  
Hudson Automobiles  
Essex Automobiles  
Hupmobiles

as shown by  
their adver-  
tising in



**THE DAILY HERALD**  
Herald Building      Herald Building  
Gulfport Mississippi      Biloxi



This company is generously equipped with the practical knowledge, mechanical equipment, big-scale production methods, and modern cost-control systems which are essential for low-cost manufacture of catalogs in large and small capacities.

Write for our "Customer's Helpful Specification Sheet," which will enable us to assist you in the development of a catalog best suited to your individual needs. Also, ask for a free copy of "What a Business Man Should Know About Printing and Book Binding." It is a valuable treatise which should be in every executive's library.

W. B. CONKEY CO., Hammond, Ind.

Printers  
Binders  
and Book  
Manufacturers



Branch  
Offices:  
Chicago and  
New York

The Mark of Good Printing Since 1877

## "Would Mr. Johnson's Copy Sell Stoves?" Inquires Mr. Kilby

(Continued from page 33)

ment on that point. So why mention it at all?

But we are here to state that any time he wants to come to bat on the method of telling the public about new products and services which raise the standard of living we are on the side of simplicity, Dumb-Dora language, one syllable vocabularies, short sentences, easy-to-read paragraphs and common every-day English.

We would like to ask Mr. Johnson just how fat a chance he would have to sell Coleman stoves if he included in his consumer copy such words as the following: incredible, tentative, sudden, throes, hypocrisy, consternation, decade, infusion, Olympus, Lilliputian, phantasmagoria, chimera, consecutive, dictum, boggle, spectre, hypothesis, Acropolis, reluctance, reinterpreting, comprehension, summary, substantial, hecatombs, monogamous, expediency, irrelevant.

All of the above words are taken from Mr. Johnson's article itself. They prove the excellent quality of his philological and etymological erudition (whatever all that is!). But we will leave it to any advertising agency man, any advertiser of experience, or even to Mr. Johnson himself, as to whether the above set of words, or any like them, would sell stoves to the people who comprise the Coleman market.

If Mr. Johnson thinks this market is so wise, the whole of it, I mean, let him come down here some day and read the morning's mail.

Let him see the absolute lack of knowledge of grammar, of spelling or of composition, or even of the understanding of good English, that Uncle Sam delivers to us daily.

Let him actually contact the dear public and just try to get the latter to read and follow the direction sheets furnished with different devices of all kinds, and he won't be so keen to feel and state that we are all so smart as we think we are.

Now all his figures listing the books sold by the father of one of the participants in the companionate marriage escapade over at Girard do not look so good to us.

If we had to confine our market to just the 120,000 folks who bought copies of Shakespeare's plays last year, we would be broke inside of six months. And if the fact that 8,000 people are reading Bergson is any kind of a selling opportunity, we are broke before we start.

There are 120,000,000 people in the United States now and we fail

to see how the fact that 39,000 of them bought the story of Plato's Philosophy in any one year, or any ten years consecutively, is indicative of any enlarging and expanding market for our merchandise. And doesn't the very meagerness of the figures used make it almost imperative that we should use the simplest language to appeal to the other 119,000,000-and-odd people who overlooked this little gem of a book?

Of course, we are dumb. We should be able to realize the immense merchandising importance of the purchase of 81,000 five-cent copies of Ibsen by citizenry housed in more than 20,000,000 homes needing stoves.

Being unable to comprehend this situation, we will just have to continue to try to sell the millions of the type of folks Lincoln loved, instead of going after the minority intelligentsia who are by no means an indicia of the size of any market.

And when it comes to writing copy to reach and win even a small part of the market available to us, it seems almost certain that we must keep right on trembling in our boots, shaking our knees and chattering our teeth whenever we prepare appeals that will sell the most people the goods we have to offer.

We are probably "all wet" on this subject, but for the life of us we can't see how the fact that people are better nowadays at grasping new ideas has anything to do with the fact that, in selling 90 per cent of the folks you meet and greet with your merchandise in the marts of trade, it takes the same good, old, simple monosyllable language that it always did to complete a sale.—Karl E. Kilby, *The New Coleman Radiant Heater, Wichita, Kansas.*

## Why the State Street Giants Are Establishing Suburban Stores

(Continued from page 22)

located store, regardless of how large the store may be. Hence, we are extending our counter service, and the soundness of this policy of expansion is proved by results. We do not expect that the business of our branches will decrease the volume or retard the rate of increase of the main store. For every sale that has been lost to the main store because of the operation of the branches, I am sure that additional sales have been created, and that many women who have never before patronized us have been attracted by the branches, and then have made purchases at the main store when they came to town."

## "Everybody Talks About Heaven Ain't Goin' There"

(Continued from page 27)

the Damocles sword of the stop-watch, in an atmosphere of self-consciousness and strained attention, these immature minds are matched in a contest where all the rules of the game are mysterious. For purposes of comparison, and with the proper degree of expert interpretation, it is quite possible that the results of such a contest may be significant. But it is far from evident that the capacity of a youthful mind to sort out its contents and give clear expression to them before the whistle blows is any indication of the capacity of that same mind to absorb ideas. Still less is it any dependable indication of the public's ability to do the same thing.

### Positively Misleading

Indeed, from the advertiser's point of view, the results of these contests are not merely irrelevant, but are apt to be positively misleading. The very qualities of mind which are of the highest value to the advertiser are those concerning which the intelligence test method seldom gives dependable information at all, and often results in conclusions that are quite erroneous. I mean those mental activities (whatever the scientific terms may be) which are referred to when we use the word "imagination." The more active this faculty of imagination is, the more sensitive the mind to external environment and the association of ideas, the more likely it is to dump the psychologist's apple-cart for him, and present him with merely a fantastic distortion of the facts. On the other hand, the mind that is stolid and unimaginative, combined with a temperament that is "thick-skinned" and un-self-conscious, is likely to render a much more favorable account of itself.

By way of humble example:

The small daughter of a neighbor, after standing at or near the head of her class consistently and continuously, came home not long since with an aptitude rating that grouped her with the lower two-fifths of her grade; a rating that was dignified in fact by the danger signal of red ink. Every teacher in the building knew better than that (on the basis of experience and common sense), but the Rhadamanthus of statistical research had spoken. By some hook or crook the test paper was secured from the Bureau of Hieroglyphics, and behold among other things, this question: "Is the earth round or flat?" To which the young lady had replied, in the five seconds or so allotted, "Flat."

**First, as usual in  
the Syracuse Market, local,  
national and total.**

## THE SYRACUSE HERALD

**O'MARA & ORMSBEE, Inc.**

*National Representatives*

Monadnock Bldg.  
San Francisco, Calif.

Peoples Gas Bldg.  
Chicago, Ill.

280 Madison Ave.  
New York City

Western Pacific Bldg.  
Los Angeles, Calif.

General Motors Bldg.  
Detroit, Mich.

## This Tells the Story—

**35 New National Advertisers  
Have Started Using  
THE GARY POST-TRIBUNE**

Since September 1st, 1928

More and more national advertisers are realizing the value of this great, easily reached market. Gary's only daily newspaper covers it thoroughly for you—

## The Gary Post-Tribune

**BURKE, KUIPERS & MAHONEY, Inc.**

*National Representatives:*

NEW YORK

CHICAGO

DETROIT

BOSTON



*Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.*

To select the proper advertising mediums, you need

## STANDARD RATE & DATA SERVICE

**I**T GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes — and circulations on publications in the United States and Canada.

— — — USE THIS COUPON! — — —

**Special 30-Day Approval Order**

....., 192....  
Standard Rate & Data Service,  
536 Lake Shore Drive,  
Chicago, Illinois.

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days. If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The service is to be maintained by bulletins issued every other day.

Firm Name .....

Street Address .....

City .....

State .....

Individual Signing Order.....

Official Position .....

Pained surprise on the part of the teacher. "Why, Barbara, whatever made you say a thing like that?" "Oh, that?" says Barbara. "Why, any dumb-bell knows that it's round, and I thought of course that wasn't the answer they wanted."

The more alert the imagination, the more active the intelligence, the less is it likely to sit docilely down to match obvious answers to stupid or irrelevant questions, and the more likely it is to drive a coach and six straight through the middle of the hypothesis. What merit or what significance is there in giving an answer which "any dumb-bell" can furnish at five seconds' notice? It took Barbara less than five seconds to conclude that there must be *some* significance in the question, if they took the trouble to ask it, and she took the only possible alternative on the chance that it was what they wanted.

There is also, though the sachems and pundits of this branch of statistics sometimes appear to be unaware of it, the quality known as humor. How much of the data provided by the intelligence tests is evidence of bonafide self-analysis, and how much is evidence of a keen sense of the ridiculous, this deponent knoweth not and neither does anybody else.

### Of No Practical Importance

But this is not a treatise on psychology or pedagogics. The merits or the demerits of the I. Q. must be determined by those who are better qualified than I am for the job. Granting for the moment, however, that it possesses all the merit that is claimed for it, still it is a fact that for the practical purposes of the advertiser its results are irrelevant. They are not even to be classed with those things that are "important if true." They are of no practical importance, whether they are true or not.

What the intelligence tests show (still granting the validity of the results) is essentially, and practically exclusively, the ability of human beings to analyze the contents of their minds under more or less pressure, and to give expression of the results of the analysis. The advertiser, however, is interested in their ability, under no pressure or compulsion whatever, to absorb and respond to ideas already expressed. To adopt the former as a measure of the latter is perhaps as intelligent as to say that the ability to compose a piece of fiction is the measure of one's capacity to enjoy *Vanity Fair*, or that the emotional reaction to Beethoven or Wagner is determined by one's acquaintance with harmony and counterpoint.

The irrelevancy of these statistical endeavors may be emphasized, perhaps, by testing the method with reference to specific ideas; preferably of the "simple, sure-fire" variety prescribed by the hypothesis. Say that we take the Declaration of Independence for one, and for another Cleopatra. Say, further, that we select a typical test group of individuals, submit those ideas under the approved conditions, apply our theories of averages and aggregates, and secure the ultimate statistical and scientific low-down (so to speak) on the public's ability to understand them and respond to them.

### Try It on Yourself

"What was the Declaration of Independence?" The name bears connotations that chime in the American mind without regard to race, color or previous condition of servitude; but what can your test group tell you about it that is either accurate or dependable? Try it yourself, in thirty seconds or so, if it looks easy. "Who was Cleopatra?" Age cannot wither her nor custom stale—but what can the statistical average tell you about that? As well set the sleuth hounds of statistical research on the trail of emotions roused by faint perfume or distant violins. The mere name of Cleopatra will bring a flicker of comprehension into the eyes of even the scrubwoman who is rattling her pails in the next room, but for her to put what she comprehends into words were as easy as discussing the fourth dimension. Queen of Egypt, imperial courtesan, or daughter of a legendary Olympus, matters less than nothing. A correct statement of the facts of history with all the precision of the Encyclopedia, or a confession of plain ignorance: both are equally irrelevant. The connotations which cluster like stars about this symbol of beauty and passion are common property, but are not distributed in proportion to knowledge of the facts of history or the ability to write them down.

The results of the questionnaire method applied directly to ideas such as these would clash so sharply with the facts of experience and common sense that the most ardent champion of statistical research would have difficulty in accepting them. It would be perceived at once that the ability to "understand" the ideas was not indicated at all, but an ability of an entirely different order.

The proficiency of the public in psychological self-analysis is slight or unreliable, and its ability to express itself on the subject is generally inadequate. That, no doubt, is interesting; but from the practical point of

view of the advertiser—what of it?

The advertiser's instinct is perfectly sound in relying upon experience and common sense to appraise the public intelligence when he designs his product or lays out his selling plan. And the same sound instinct will guide him far more safely with respect to advertising than any abstraction on the scientific plane which is based, as it must of necessity be based, mainly upon the public's own appraisal of itself.

So far as these problems of human relationships are concerned, almost any business man who has been successful on any considerable scale will know more about the public (if he will only trust his knowledge) than all the statistics based on self-analysis can ever tell him. And his own experience in making friendly contacts, here, there and elsewhere, will be a safer guide to the public's responsiveness.

### Oakland Uses Movietone for Dealer Meetings

The Movietone is being utilized by Oakland Motor Car Company to outline their 1929 sales and advertising program to dealers. A. R. Glancy, president and general manager, and W. R. Tracy, vice-president in charge of sales of the company, are seen and heard by means of this device. At the first of a series of meetings, held at the Book-Cadillac Hotel in Detroit recently, more than 300 dealers participated. Mr. Tracy sat in the audience, and heard himself address the meeting.

Affiliated Graphic Arts, Inc., has opened an office in the Salmon Tower Building, New York City.

The new organization is headed by Walter J. Fillans, formerly advertising manager of the Waldes Manufacturing Company; George Nugent, vice-president; Walter V. Hogan, treasurer, and Henry Beierle, secretary.

A national conference on advertising devices which are said to lower scenic and property values will be held in Boston next June under the auspices of the National Association of Real Estate Boards and the Outdoor Advertising Association of America, who are working with realtors in studying the situation.

In response to the request, "Show Us What We Get for Our Money," the Chicago *Evening American* has just completed a survey of the Chicago market, the results of which are being shown throughout the country in motion picture form.

## Branch Managers Wanted

Men who have successfully managed sales branches, whose earnings are over \$6,000 are invited to reply to this advertisement.

Specialty sales experience and management is preferred but not required. Ability to organize, train and hold men is important and applicants should have a record of profitable operation.

Depending upon ability earnings will run from \$8,000 to \$25,000 per year. The business is thoroughly established and the men selected will have the benefit of the experience and cooperation of other successful executives as well as the prestige and backing of the largest company of its kind.

Please submit detailed information, including age, education, past experience, present earnings, languages spoken, and your preference as to permanent location. Address Box 125, Sales Management, Graybar Bldg., New York City, N. Y.

## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of **SALES MANAGEMENT**.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

The right product . . . .

markets and competition . . . .

sales methods . . . .

—and then Advertising

**DORRANCE, SULLIVAN & COMPANY, Inc.**

ADVERTISING

130 WEST 42ND STREET, NEW YORK



## Faith in Washington

**W**E have always had it but now it is doubly reinforced. Uncle Sam himself has appropriated \$200,000,000 for new government buildings. Better still, the spending of this money is already under way, foundations being sunk for two buildings and condemnation proceedings under way for more property.

Unlike most cities, Washington does not depend upon any one industry or group of industries—Uncle Sam alone pays out four and a half millions in salaries twice a month.

## The Washington Post

"The first thing each morning"

PAUL BLOCK, INC., National Advertising Representative, New York, Boston, Detroit, Chicago, Philadelphia and San Francisco



**N**O more slow hand-feeding of envelopes into an addressing machine one by one! — Get a demonstration of this wonderful new popular-priced addresser. — It automatically feeds envelopes into itself as fast as you can turn the crank.

**DOES A DAY'S WORK  
IN 5 MINUTES**

Four times faster than other addressing machines of similar size and price.

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ADDRESSING MACHINE CO.  
149 Albany St., Cambridge, Mass.

## When the Postman Whistles

(Continued from page 12)

is a point in the production curve beyond which an increased production means not only no further decrease in unit cost, but an actual increase. While large orders may mean a decrease in direct selling expense, there is a danger in quoting a price lower than that justified by reduced direct sales costs. Too many big orders may be just as dangerous as too few orders!

As a matter of fact, aren't the so-called lower prices given by many manufacturers to those buyers of large quantities nothing more than a concession on the part of the seller in that he is willing to take a smaller profit. Even, today, there already are a goodly number of companies who are selling not only on a smaller margin, but on the basis of a percentage of overhead! But woe to those manufacturers who get too much of this "At Cost Business" to say nothing of a percentage of "Overhead."

Better acquaintance with economic laws is going to help executives make a sound decision as these problems are ironed out. All business exists for the sake of "Profit," and bigger and bigger orders may flatten "Old Man Profit."

Perhaps, these mergers result in a decided advantage because of the "brains," good taste and sound judgment" which come to the larger organization. If mergers, however, are necessary to accomplish this, it also points out the scarcity of brain power. The moderate and smaller sized organization doesn't have to worry if it has brain power, good taste and sound judgment—and can keep it.

Mr. Hahn's idea on the functions of the retailer continues to be interesting. Only the other day one of our best salesmen told us about the true province of the retailer. His views were similar to those of Mr. Hahn's, namely, that the retailer should buy for the community and recommend what it should purchase.

Well, if one-third of the retailers are on the way out, as the recent government investigation indicates, then we might say that the American public has reached a point which could be likened to King George, if he had called a lot of quack doctors to his bedside during his illness. It seems to me that there are very few stores in any community that can boast of a stronger standing with the public than the standing of a great many of the manufacturers whose product such stores handle.

The American public is nationally conscious. Experience, up to the

present, proves that it prefers to form its own opinions on the basis of what the manufacturer says in open forum with other manufacturers. Most consumers become skeptical when they ask to buy Ivory soap or a Kodak and the dealer suggests "Surefloat" or "Klearpicture."

Recently, the chief executive of one of the large chain organizations, according to SALES MANAGEMENT, said "We do not want to sell anything which requires brains." More retailers are adopting chain store methods such as open display tables, price tabs, etc., all of which make it less necessary for the consumer to ask very much about what he is buying. If this trend continues, and the success of chain store method indicates that it will, then less brains will be required in consummating the individual sale. Such a state of affairs will cause the public to place even less reliance on what the retailer says; department store, chain store or otherwise.

As one approaches the end of Mr. Murphy's interesting article, one may feel that Mr. Hahn's idea of the American public is that it may act like "The Right Hand Knoweth Not What the Left Hand Doeth." Says Mr. Murphy in speaking of Hahn's Stores, Inc., "Eventually, this chain will feature company brands in major lines, and it is not unlikely that at some time its brands and stores will be advertised nationally and institutionally." This seems like trying to put on the other fellow's shoes. Merely a transfer of power.

While such a practice may be good for a few retailers, it isn't likely that the American public will be any better off. Is it reasonable to suppose that the retailer, large or small, will reach new heights in public confidence and become more ethical and give better service than is possible for the manufacturer? If he cannot do any better, a change will not be economically justified. There is much evidence to indicate that the manufacturer will and should continue to do his own selling to the public for some time to come. . . . —C. W. Priesing, Sales Manager, The Bridgeport Hardware Manufacturing Corporation, Bridgeport, Connecticut.

hints for St. Nicholas. . . .

Editor, SALES MANAGEMENT: If Santa Claus was correctly reported in "Santa Claus Speaks His Mind on Christmas Advertising," in the December 22 issue, I suspect the old fellow

of being an out-and-out sentimentalist or else afflicted with failing memory. For surely, if he recalls the Christmases of the Dainty Bag era, he must prefer the present, hard-boiled period of Damn-It-All-Give-Her-a-Floor-Mop. In the Dainty Bags days each feminine member of the household was surrounded by a great mound of soft be-ribboned little packages after the good Saint's visit. With trembling fingers Mama opened the package marked from Aunt Lydia and there inside was the sweetest little bag made of three Irish linen handkerchiefs feather-stitched together. If Mama had the fleeting idea of ripping up the feather-stitching and using the handkerchiefs for the good utilitarian purpose for which they were intended, she quickly repressed it, for wasn't the bag made by dear Aunt Lydia's own hands—and as such sacred? Instead it was carefully placed in the dresser drawer containing the dainty bags of previous Christmases, smelling faintly of the Azurea sachet which had been cunningly sewed into the bottom of one.

The next package was from Cousin Lucy. Inside the white tissue paper was an adorable little bag made of pieces left over from Lucy's new pink taffeta evening gown. This one had a bottom made of round cardboard, padded with cotton, and covered with the goods—a difficult piece of sewing and proving Cousin Lucy's great skill with the needle. Another little bag, already conscious of the competition among dainty bags, had a package of needles and a ten-cent store thimble inside, giving a clue to its possible use in case Mama was not already oversupplied with sewing kits.

And so on through the many little packages—for the Christmas spirit was more profusive in those days. Surely any woman struggling along on a household allowance would prefer three bars of good honest laundry soap to all the bags of ten Christmases.

Papa also came in for bags. His were usually necktie bags and handkerchief bags of which I have never found a single recorded use. This was also the time when Papa received a nice new smoking jacket from Mama about every other Christmas. Somehow, about the first week after Christmas Papa forgot the plaid, braid-trimmed garment hanging in his clothes closet but that did not daunt Mama a year later from falling before the beautiful new ones displayed in the men's section of her favorite department store.

A nice new coal shovel may not be an esthetic gift, but in case the handle of the old one is broken, I wager that Papa would rather have a new one for

Christmas, either with or without the benefit of a red ribbon bow, than a complete assortment of handkerchief, necktie, shoe and laundry bags with the latest style smoking jacket thrown in. At least it saves him the price of a new one which can be added to the cost of a coveted putter.—*Anonymous, there may be a Santa Claus.*

## Business Indices

The year 1928 ended amidst conditions which in almost all respects were the same as those prevailing in the final six weeks. The volume of transactions as reflected in the bank figures was far above that of the same period last year. Distribution of goods continued on a larger scale than last year though not quite up to the figures of 1926. Money rates, affected by holiday and end-of-the-year requirements, were higher than ever. Commodity prices were stable. Retail trade generally was unprecedentedly active.

## Total Transactions

Bank clearings for the five business days ended December 27 totaled \$10,090,525,000, a gain over last year of 22.7 per cent. Cities outside New York were up 10.8 per cent and only three were below last year. Debits against individual accounts amounted to \$15,132,478,000, an increase over 1927 of 25 per cent. All the districts outside New York were above last year, their net total being better by 14.7 per cent.

## Distribution of Goods

Estimates of large shippers for the first quarter of 1929 call for 8,048,000 cars, 4.9 per cent more than were needed by the same shippers for railroad freight in the same period of 1928. At this rate car loadings during the new year are likely to exceed those of 1926.

## Credit Conditions

Money rates were high, as was expected, at the turn of the year. Call loans ruled at 12, time money at  $7\frac{3}{4}$  to  $8\frac{1}{2}$ , and commercial paper at  $5\frac{1}{2}$  to  $5\frac{3}{4}$ .

## Margin of Profit

Commodity prices were a little higher last week, the Irving Fisher index standing at 97.2, compared with 96.9 the week before.

The Miller Company of Meriden, Connecticut, has moved its New York office and showroom to 24 West 40th Street.

## LITHOGRAPHED LETTERHEADS

As low as

**\$1.15 per M**

Black Ink

On 20-Lb. White Bond

Direct mill purchases of paper in large quantity plus special intensive production make possible the following low prices:

No. 1 20-lb. White Bond	
500,000.....	\$1.15 per M
250,000.....	1.18 per M
100,000.....	1.20 per M
50,000.....	1.25 per M
25,000.....	1.45 per M
12,500.....	1.70 per M
6,250.....	2.25 per M

20-lb. Hammermill Bond	
500,000.....	\$1.75 per M
250,000.....	1.85 per M
100,000.....	1.90 per M
50,000.....	2.05 per M
25,000.....	2.35 per M
12,500.....	2.70 per M
6,250.....	3.50 per M

Minimum Quantity 6,250

Engravings made at actual labor cost.

Prices F. O. B. Chicago, Ill.

We are serving thousands of large firms throughout the country. Let us send you samples

Letterheads in colors at correspondingly low prices

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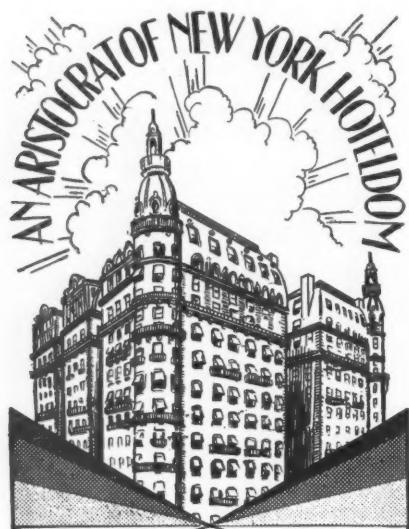
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Counselors*

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A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, will shortly be available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.



AN ARISTOCRAT OF NEW YORK HOTELS



THE  
**ANSONIA**  
BROADWAY AT 73 ST. NEW YORK

**Patrons of  
Prominence Choose  
The Ansonia!!**

1400 Homelike Rooms  
very spacious and  
sumptuous furnishings

—Rates Will Surely Please—

Room with private  
bath ..... \$3 per day up

For two ..... \$5 per day up

Parlor, Bedroom &  
Bath ..... \$6 per day up

Restaurants of exceptional merit!  
Wire at our expense for  
Reservations

**THE BUSY LIFE  
of WILKES-BARRE, PENNA.**

Focused in Wyoming Valley's greatest home newspaper. Established in the third populated center of the second most populated state in the United States.

**WILKES-BARRE  
TIMES - LEADER**

Covers a ten-mile radius of greatest wealth in the Anthracite region. Ideal for try-out work, as well as maintenance campaigns.

**WILKES-BARRE  
TIMES - LEADER**

Published each weekday afternoon at  
44-48 West Market St., Wilkes-Barre, Pa.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadelphia, Chicago, Los Angeles, San Francisco

## Aviation Goes on the Air

**B**EGINNING October 19, every Friday night, from 8 to 8.30 o'clock, there has been broadcast from Station WABC an Aviation Activities Program consisting of two or three addresses by representatives of military and commercial aviation, followed by the week's news in aviation summarized by a member of the editorial staff of one of the aeronautic publications.

The programs are sponsored by organizations interested, commercially or otherwise, in developing aviation. Wright Aeronautical Corporation sponsored the first five programs; Ireland Aircraft, Inc., the sixth program; Vacuum Oil Company, the seventh to eleventh inclusive. No concern may sponsor more than five programs in succession, but any concern may come back for more evenings after a decent interval. Most of the leading concerns interested in aviation have signified their desire to be contributing sponsors.

### Strictly Educational

The programs are strictly educational—no selling, no mention of the sponsor's name and product except during the announcements. Questions from the radio audience are answered over the air or by mail.

The speakers at the first broadcasting were Senator Hiram Bingham of Connecticut, president of the National Aeronautic Association, and Hon. F. Trubee Davison, assistant secretary of war for aeronautics. The latter has said: "Anything that can be done to further the education of the American people on this subject is of value and I am sure your program will be most effective." Senator Bingham praises the plan in these words: "I think your idea of having a weekly aviation hour is a splendid one and ought to meet a wide popular demand. Only the other day on the train I heard a business man say he was much interested in aviation and only wished he knew what it was all about and wished that some one would explain the fundamentals to him."

That is just what this broadcasting campaign will do for the American business man—and for his wife and children, because the plan has these principles.

First, it recognizes that promotion methods are not limited to any orthodox, last-generation list of mediums, and chooses radio broadcasting as a singularly effective means for putting over an educational campaign on an industry even newer than radio itself. Further, the campaign was planned

and carried out pretty much in defiance of the orthodoxy of radio broadcasting, which says, "Give them an entertainment. You can't do any more." In the nature of the case we saw we could talk the use of our product—because it was *news*!

Second, it recognizes the superiority of indirect over direct selling. It meets the definite desire of the public for information that is more specific and more helpful than newspaper stories, because our plan gives organized news, and newspapers must give news when, as and how it happens. But it is not indirect in the sense of being merely a half hour's entertainment unrelated to the industry. It's cram full of flying.

Third, the campaign is broadly based on advertising experience in promoting other products that resemble airplanes only in having an extremely limited market. The thin-market technique of advertising and sales promotion operates successfully by telling the story of the product and its use not merely to the few immediate prospective purchasers, but to just as large a part of the whole American public as can possibly be induced to listen to that story.

### Famous Flyers Speak

Fourth, this broadcasting campaign tells the story of aviation interestingly, popularly and authoritatively by utilizing a fundamental in promotion psychology: the underlying reason for the success of testimonial advertising which is our admiration for the outstanding personality, especially that specifically American type, the pioneer. In this aviation campaign the public learns about a subject in which it is greatly interested from persons in whom it is greatly interested—and who, unlike the current testimonial writer, know that subject intimately and are in the public eye and favor because of what they have achieved in that very field. On November 9th the program included Clarence Chamberlin and the Hawaiian flight hero, Lieut. Lester Maitland. The next week Lady Mary Heath was on the program. On November 30th Miss Amelia Earhart spoke. Such names would draw a crowd anywhere—how much more when they talk about what they know best, about the subject with which the public mind so intimately connects them. Many other prominent speakers have broadcast and many more are scheduled, as the plan is to continue without interruption as long as it serves a useful purpose.

Is aviation the first American indus-

try to get off to a sound start with its promotion planned for this pioneering, public-educating stage? How much lost motion might have been prevented in the radio business itself, let us say, if it had been advertised after calm deliberation, after finding a program on which the leading manufacturers could agree in some single major objective! The aviation campaign is quite definitely for the industry—for the idea of flying, for its values to the public—and not for the single advantage of any one manufacturer.

The plan has introduced a solidarity, a sense of a common goal, and a means of reaching that goal, to a pioneering industry. The great obstacle to a successful associated industry effort is that the association is one of competitors. Here is a group of man-

ufacturers and operators not yet in the strictly competitive stage of the advertising spiral, but already brought together in a very elastic and flexible relation. No attempt has been made to get them to unite for many different and remote purposes: attempting that always delays concerted action. And our plan, providing for one piece of promotion a week, paid for by a single concern, avoids all the difficulties and delays of the usual association campaign with its many objectives to be agreed upon and its huge war-chest to be filled before the campaign can begin.

The present scheme is the starting point for a well-rounded and complete campaign in which radio, magazines, newspapers and direct mailings will be used together to make America "air-minded."

## Five Million Car Year Heralds Record Industrial Gain

(Continued from page 17)

years, now comprises more than 5,000 members in the United States. The Oakland factory organization in the field also has been enlarged by the establishment of a district office in Spokane, the creation of another in Los Angeles—the twenty-fifth in the United States—and by many additions to the field personnel.

Further expansion of the field organization, particularly in the South, is contemplated for early in 1929, the policy of the company being to establish a new district office wherever the growth in sales makes such a move expedient.

Cadillac, closing the year with an 18 per cent increase in sales over 1927, is one company that will not seek expansion in its dealer organization during the forthcoming year, but will bend efforts toward building up present dealers. An advertising appropriation 10 per cent up over 1928 will be divided equally between Cadillac and LaSalle; 33.6 per cent of this amount will be spent in the newspapers and 28.5 in magazines, while the balance will cover radio, literature, electric spectacles and other types of promotion.

In a recent statement in which he characterized 1929 as a year in which both opportunities and responsibilities appeared on a larger scale than at any time heretofore, Lawrence P. Fisher, president of Cadillac, added the comment: "The year should be viewed not as a 'cashing-in' period, but as a time for laying the foundation for a

period of many years of prosperity. The business principles we employ this year will be a factor in the economic welfare of the next generation. It will be a time for a combination of great conservatism in management, with the most progressive policy in our history, and the business world will be watching the results."

A. R. Erskine, president of Studebaker, predicts a banner year for 1929, with the automobile industry participating to the extent of breaking all existing records. "Confidence, enthusiasm and aggressiveness must be the foundation of every forward movement," Mr. Erskine pointed out, "and, consequently, I believe that 1929 and the immediate succeeding years hold greater possibilities for our business prosperity and happiness than any recent period in history. The automobile industry will naturally participate and it would not surprise me if we break all records next year."

Studebaker increased their dealer organization from 3,000 to 4,000 in 1928, and further increases are slated for the new year. A new Commander Eight, and improved Commander Six and a new President Eight are being introduced at the New York Automobile Show this week.

Under the Chrysler direction, Dodge merchandising plans for 1929 are more aggressive than ever before. A new car, of new principles of engineering design, will be introduced at the show. Altogether, sixteen models will be shown by Dodge.

### "A Gigantic Workshop With Sky for a Roof"

THE BEAUMONT TRADE TERRITORY

Monthly Industrial Payrolls

**\$7,000,000.00**

Covered Only by

BEAUMONT ENTERPRISE AND

THE BEAUMONT JOURNAL

Ask Beckwith—He Knows

## YONKERS

(NEW YORK)

## HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population..... 110,000

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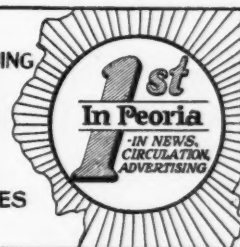
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Our product will help to sell your product  
**The U. S. Printing & Lithograph Co.**

COLOR PRINTING HEADQUARTERS  
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Let our nearest office solve your color  
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## Account Changes

MENNEN COMPANY, Newark, New Jersey, shaving cream, skin balm and talcum for men, to Hommann & Tarcher, Inc., New York City; borated baby powder and baby ointment, to Joseph E. Hanson Company of Newark.

K. A. HUGHES COMPANY, Boston, Salicon, Thalax, Pyrosan and other proprietary products, to Churchill-Hall, Inc., New York City. Newspapers, magazines and farm papers.

KELLOGG MANN COMPANY, Buffalo, K-M incinerators, to the J. Jay Fuller Advertising Agency, Inc., there.

SERELCO, INC., electric "Jiffy" broilers, ranges and hot plates; LINEN SUPPLY ASSOCIATION; and the CULLEN FUEL COMPANY of New York; and FLORIAN, INC., of Detroit, toilet accessories for men, to Dorland Agency, Inc., of New York.

The Dorland Agency will also handle all foreign advertising for the NASH MOTORS COMPANY, Kenosha, Wisconsin, and a magazine campaign for the INTERNATIONAL WAGON-LITS COMPANY of New York.

BYLLESBY ENGINEERING & MANAGEMENT CORPORATION, Chicago, investment bankers, to the McJunkin Advertising Company, there.

DR. C. H. BERRY COMPANY, Chicago, Kremola toilet preparations, and the BORIN MANUFACTURING COMPANY, INC., also of Chicago, to Critchfield & Company, there.

MEBANE BEDDING COMPANY, Mebane, North Carolina, Kingsdown bed springs and mattresses, and the BRADLEY'S LABORATORY, Matoaka, West Virginia, "Hy-Phen," headache and pain remedy, to the E. G. Stellings Company of Wilmington, North Carolina.

Sixty-four executives and employees of the International Silver Company were presented with official buttons recently in recognition of completion of fifty years' service with the company. Some of these veterans had completed as many as sixty-one years—the number including the chairman of the board, two vice-presidents, a secretary and a treasurer. It is significant that in the list of sixty-four only one was a salesman.

Frederick V. Cole has been appointed publisher of *Power Boating*, of the Penton Publishing Company, Cleveland.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

EXECUTIVES SEEKING NEW CONNECTIONS and others qualified for salaries of from \$3,000—\$20,000 yearly, find in our confidential service a highly specialized, dignified and effective means of placing themselves; not an agency. Send name and address for full particulars. J. T. Jennings, Room 306, First National Bank Building, New Haven, Connecticut.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details, R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### DISTRIBUTOR WANTED

We have developed an entirely new and improved principle in fire extinguishers, which requires the extending of our distribution plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers, with the additions to our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age, experience, and other qualifications. Fyr-Fyter Company, 1741 Fyr-Fyter Building, Dayton, Ohio.

### TRANSLATIONS INTO FRENCH

Translations, or rather proper adaptations for the French-Canadian audience, newspaper advertising or direct-mail. Complete service. Market surveys. Researches. Layouts, typesetting, mats and stereos. Multigraphing, addressing, mailing. Lists supplied. Quebec Advertising Service, a Bilingual Organization, 552-554 First Avenue, Quebec, Canada.

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